



VAASAN AMMATTIKORKEAKOULU
VASA YRKESHÖGSKOLA
UNIVERSITY OF APPLIED SCIENCES

Henna-Riikka Uuro

HOW TO ATTRACT NON-NATIVE FINNS TO THE HOME GAMES OF HOCKEY-TEAM VAASAN SPORT

Business Economics and Tourism

2015

TIIVISTELMÄ

| | |
|--------------------|--|
| Tekijä | Henna-Riikka Uuro |
| Opinnäytetyön nimi | Kuinka houkutella syntyperältään ulkomaalaisia Hockey-Team Vaasan Sportin kotipeleihin |
| Vuosi | 2015 |
| Kieli | Englanti |
| Sivumäärä | 72 + 6 liitettä |
| Ohjaaja | Heidi Hellström |

Tämä opinnäytetyö käsittelee syntyperältään ulkomaalaisten vaasalaisten asenteita ja tietämystä jääkiekkjoukkue Hockey-Team Vaasan Sportia kohtaan ja selvittää, mitkä ovat ne markkinointikanavat, joilla tämä kohderyhmä parhaiten tavoitettaisiin ja lisäisikö englanninkielinen markkinointimateriaali kiinnostusta kyseessä olevaa yritystä kohtaan. Vaasa on yksi Suomen kansainvälisimmistä kaupungeista, joka vetää ulkomaista syntyperää olevia ihmisiä niin töihin, opiskelemaan kuin muutoinkin. Syntyperältään ulkomaalaisten suomalaisten suuri määrä Vaasan alueella, jääkiekon tärkeä rooli suomalaisessa kulttuurissa ja Hockey-Team Vaasan Sportin suosio länsirannikolla herättävät kysymyksen siitä, miten myös muita kuin kotimaisia kieliä puhuvia kuluttajia saataisiin laajemminkin yrityksen tarjoamien palveluiden piiriin.

Tutkimus suoritettiin www-kyselynä ja tarkoituksena oli saada mahdollisemman laaja kirjo eri-ikäisiä ja syntyperältään erimaalaisia vastaajia. Tästä syystä tutkimusmenetelmäksi valittiinkin kvantitatiivinen tutkimusmenetelmä. Kyselyn linkki jaettiin monissa Facebookin foorumeissa, kuten myös useiden eri tahojen postituslistojen kautta.

Opinnäytetyön teoreettinen osuus esittelee ensiksi työn aiheeseen keskeisesti liittyvät markkinointikäsitteet, kun kuluttajamarkkinointi, markkinointimixin käyttö, markkinointiviestintä ja segmentointi selitetään. Lisäksi myös käsitteet brändi ja brändäys esitellään ja tämän ohella myös perusteet tapahtumamarkkinoinnista, urheilumarkkinoinnista ja kokemuksellisesta markkinoinnista selitetään. Lopuksi kerrotaan myös kohdeyrityksen markkinoinnista.

Tulokset osoittivat, että kiinnostus jääkiekkoa ja Hockey-Team Vaasan Sportia kohtaan ilmenee vahvana ulkomaalaista syntyperää olevien vaasalaisten keskuudessa, vaikka tietämys jääkiekosta jäisikin alhaiseksi. Annettava tieto ymmärrettävällä kielellä ennen Hockey-Team Vaasan Sportin pelejä ja niiden aikana ja englanninkielinen markkinointimateriaali näyttävät olevan avainasemassa, jotta kyseisen kohderyhmän kiinnostusta saataisiin nostettua. Vastausten perusteella kokonaisuus yritystä kohtaan näyttäisi olevan positiivinen.

ABSTRACT

| | |
|--------------------|---|
| Author | Henna-Riikka Uuro |
| Title | How to attract non-native Finns to the home games of Hockey-Team Vaasan Sport |
| Year | 2015 |
| Language | English |
| Pages | 72 + 6 appendices |
| Name of Supervisor | Heidi Hellström |

The aim of the thesis is to find answers to questions such as what are the factors that influence the willingness of non-native Finns to attend the hockey games of Hockey-Team Vaasan Sport, what are the best marketing channels to reach this particular target group and would English information available raise the interest in the team. Vaasa is one of Finland's most international cities, which attracts non-Finns to work, study and also otherwise as immigrants. The large share of non-Finns in the Vaasa area, the importance of ice hockey in Finnish culture in general and the popularity of Hockey-Team Vaasan Sport on the west coast raise the question how also the non-Finnish or non-Swedish speakers could become more frequent users of the company's services.

The research was conducted as an Internet survey and the purpose was to obtain respondents from different age groups and origins. Therefore the quantitative research method was used. The survey was shared in multiple forums on Facebook as well as via several mailing lists of different organizations.

Firstly, definitions of the key marketing concepts related to the subject have been introduced in the theoretical study of the thesis, as business-to-consumer marketing, the use of marketing mix, marketing communications and segmenting have been presented. In addition, a brand and branding have been introduced, and moreover, the basics of event marketing, sports marketing and experiential marketing have been explained. Finally, the marketing in the case company has been introduced.

The results show that the interest in ice hockey and Hockey-Team Vaasan Sport occurs strong. The given information in an understandable language before and during the games and the English marketing material seem to be the key issues in order to raise the interest, as the overall attitude based on the respondents stays positive towards the case company.

Keywords: marketing, branding, sports marketing

CONTENTS

TIIVISTELMÄ

ABSTRACT

| | | |
|-------|--|----|
| 1 | INTRODUCTION | 6 |
| 1.1 | Motivation..... | 7 |
| 1.2 | Aim of the study | 8 |
| 1.3 | Vaasa as an international city | 9 |
| 1.4 | Introduction of ice hockey | 10 |
| 1.5 | Introduction of ice hockey culture in Finland..... | 11 |
| 1.6 | Introduction of Hockey-Team Vaasan Sport..... | 12 |
| 1.6.1 | Introduction of ice hockey culture in Hockey-Team Vaasan Sport | 13 |
| 1.6.2 | Number of foreign players in Hockey-Team Vaasan Sport..... | 14 |
| 2 | MARKETING..... | 15 |
| 2.1 | Definition of marketing | 15 |
| 2.1.1 | Business-to-Consumer marketing | 16 |
| 2.1.2 | Marketing mix..... | 16 |
| 2.1.3 | Marketing communications..... | 19 |
| 2.1.4 | Segmenting..... | 22 |
| 2.2 | Sports marketing | 24 |
| 2.2.1 | Sports as entertainment | 25 |
| 2.2.2 | How is a sports product defined? | 26 |
| 2.2.3 | The essential features of sports products | 27 |
| 2.2.4 | Segmentation of sports fans | 28 |
| 2.3 | Event marketing | 29 |
| 2.4 | Experiential marketing..... | 30 |

| | | |
|-------|--|----|
| 2.4.1 | Strategic Experiential Modules | 31 |
| 2.5 | Marketing in Hockey-Team Vaasan Sport | 31 |
| 2.6 | Definition of a brand..... | 32 |
| 2.6.1 | What is branding | 34 |
| 2.6.2 | Brand awareness and brand image | 34 |
| 2.6.3 | Brand Equity and brand knowledge | 35 |
| 3 | EMPIRICAL STUDY | 36 |
| 3.1 | Methodology | 36 |
| 3.2 | Implementation | 38 |
| 3.3 | Validity and reliability | 39 |
| 4 | RESULTS | 42 |
| 4.1 | The basic information of the respondents..... | 43 |
| 4.2 | Level of interest and knowledge of sports and ice hockey | 47 |
| 4.3 | The role of English marketing material concerning ice hockey among the respondents..... | 53 |
| 4.4 | The level of interest and knowledge of Hockey-Team Vaasan Sport | 55 |
| 4.5 | The marketing channels reaching the respondents in general level.... | 63 |
| 5 | ANALYSIS | 66 |
| 6 | CONCLUSIONS AND SUGGESTIONS..... | 67 |
| | REFERENCES..... | 68 |
| | APPENDICES | 73 |

LIST OF FIGURES AND TABLES

| | |
|--|-------|
| Figure 1. Member countries of IIHF | p. 10 |
| Figure 2. The logo of Hockey-Team Vaasan Sport | p. 13 |
| Figure 3. Core marketing concepts | p. 15 |
| Figure 4. 4P's of Marketing mix elements | p. 17 |
| Figure 5. Integrated Marketing Communications to Build Brand Equity | p. 20 |
| Figure 6. Sections of sports marketing | p. 25 |
| Figure 7. 1 st question of the survey: "What is your gender?" | p. 44 |
| Figure 8. The number of respondents who currently live in Vaasa and have they heard of Hockey-Team Vaasan Sport | p. 46 |
| Figure 9. 7 th question of the survey: "I am interested in ice hockey" | p. 49 |
| Figure 10. 8 th question of the survey: "I consider myself to know about ice hockey" | p. 50 |
| Figure 11. 10 th question of the survey: "What are the factors which made you enjoy yourself at the game?" | p. 51 |
| Figure 12. 11 th question of the survey: "I would be interested in an event where the basics of ice hockey would be introduced in English" | p. 54 |
| Figure 13. 14 th question of the survey: "Have you heard of Hockey-Team Vaasan Sport?" | p. 56 |
| FIGURE 14. 15 th question of the survey: "Where have you gathered your information from?" | p. 57 |

Figure 15. The number of respondents who have been in ice hockey match in general and also in a home game of Hockey-Team Vaasan Sport p. 58

Figure 16. 17th question of the survey: “What are the factors which made you enjoy yourself at the game of Hockey-Team Vaasan Sport?” p. 59

Figure 17. 18th question of the survey: “Have you been visiting the web page or Facebook page of Hockey-Team Vaasan Sport?” p. 62

Figure 18. 19th question of the survey: “English marketing material would raise my interest in the home games of Hockey-Team Vaasan Sport” p. 63

Figure 19. 20th question of the survey: “Which marketing channels reach you the best?” p. 64

LIST OF APPENDICES

APPENDIX 1. The ice hockey interest survey

APPENDIX 2. Figure for the question 5. “Which of the following best describes your current occupation?”

APPENDIX 3. Figure for the question 6. “I am interested in sports”

APPENDIX 4. Figure for the question 10. “What do you find to be the biggest obstacle why you have not gone to the games?”

APPENDIX 5. Figure for the question 12. “I would be interested in a special game event where the announcements would also be in English among Finnish and Swedish”

APPENDIX 6. Figure for the question 17. ”What do you find to be the biggest obstacles why you have not gone to the home games of Hockey-Team Vaasan Sport?”

1 INTRODUCTION

This thesis deals with issues rising from the question how to attract non-native Finns, who are inhabitants in Vaasa or otherwise live there for instance for work- or study-related issues, to the home games of Hockey-Team Vaasan Sport. The purpose of the research is to find out that how well the hockey team is known among the non-native inhabitants of Vaasa and from where they have received the information about the team and games. The thesis also tries to find answers to questions such as firstly, what are the factors which keep the target group out of the games and secondly, which factors have brought and would bring them to the games of the team.

Vaasa promotes itself as an international city and emphasizes its multilingualism and multiculturalism. The amount of people who do not speak Finnish or Swedish as their mother tongue of all the residents in Vaasa has increased steadily in the previous years (Nylén, 2014).

Important companies for the economy in Vaasa area such as Wärtsilä and Vacon are also at the same time the sponsors of the Vaasa hockey team (Petrov, 2014). Companies often bring their foreign company visitors to the ice hockey games and this way want to show an important piece of the culture in Vaasa and in Finland in general, ice hockey. Also numerous students from all over the world are studying in universities located in the city as well as several employers working in the multicultural enterprises. For instance approximately 400 students coming from abroad are yearly starting their studies in Vaasa University of Applied Sciences (VAMK) and in 2012 346 non-Finnish students began their studies in University of Vaasa (University of Vaasa, 2014).

Hockey-Team Vaasan Sport is the well-known ice hockey team in Vaasa. It attracts viewers from all over most of Ostrobothnia. According to Seppo Petrov (2014), Sales and Marketing Director of Hockey-Team Vaasan Sport, dozens, or even hundreds of spectators during one hockey season are foreigners. The grow-

ing amount of foreigners in the Vaasa area and non-Finnish and non-Swedish speakers are target groups which should not been underestimated and are major groups also when considering new potential customers of Hockey-Team Vaasan Sport. Despite this fact and the importance of ice hockey culture in Finland, Hockey-Team Vaasan Sport has not provided any marketing material in English.

1.1 Motivation

The motivation for this research rose from my own experiences. I have always been interested in ice hockey and as being Vaasa born the city's hockey team is my favourite. When I moved back to Vaasa in 2011 and started my studies at Vaasa University of Applied Sciences, I also began to follow Hockey-Team Vaasan Sport more closely and attended every possible game. As a coincidence, I had the chance to attend the season opening dinner held for business customers of Hockey-Team Vaasan Sport, and in addition one of the players of the team started his studies in my class.

I started to use Hockey-Team Vaasan Sport as one of my example companies in school projects. Thereby my school mates, who are mainly from abroad, got to know more about the team and my passion towards hockey and expressed their curiosity. During the school years I took some of my class mates with me to the games, explained the basic rules of ice hockey and told about the team. Every time I noticed that these non-Finns living in Vaasa had an interest in this to them exotic sport. They knew that ice hockey is a major thing in Finland and Hockey-Team Vaasan Sport is an important team for the city, but they did not have the possibility to find any information in a language they understood.

In my second year at school I applied to Hockey-Team Vaasan Sport sales and marketing department to do my school-related trainings and also came up with the idea to write my thesis for the company. The idea for the thesis did not only come from my experiences, but hopefully also the results will serve Hockey-Team Vaasan Sport in the future, who in the current season plays in the main ice hockey

league in Finland, Liiga, and this way receives even more public attention from the viewers and media.

1.2 Aim of the study

The aim of the thesis is to find answers to questions such as what are the factors that influences the willingness of non-native Finns to attend the hockey games of Hockey-Team Vaasan Sport, what are the best marketing channels to reach this particular target group and would English information available increase the interest in the team among the non-native Vaasa habitants.

The results of the research provide information about the factors which attract non-Finns to ice hockey games in general and in particular to Hockey-Team Vaasan Sport's games. The results also introduce the most important obstacles between this target group and the case company and secondly, the most suitable marketing tools and the channels through which the non-Finns have gathered their information concerning the company. The research results will also provide information to Hockey-Team Vaasan Sport so that they can develop and change their marketing to also reach the non-Finnish audience.

Suggestions and conclusions will follow after the research results have been presented. The research results could be utilized to reflect opinions of ice hockey among non-Finns in Finland in general and provide information also for other ice hockey teams.

This thesis is divided in five sections: theoretical study, empirical study, the results of the research, the analysis of the research and the conclusions and suggestions.

Firstly explanations of the key marketing concepts related to the subject have been presented in the theoretical study of the thesis and in addition, the concept marketing has been defined. Also different parts of marketing theory, such as business-to-consumer marketing, the use of marketing mix, marketing communications and

segmenting have been presented. The theoretical study also introduces a definition of brand and branding and in addition it shortly presents the essential features of branding, such as brand image. Also the basics of event marketing, sport marketing and experiential marketing have been introduced. Finally the marketing in the case company has been presented.

In the empirical study the methodology and implementation of the thesis research has been presented, together with validity and reliability of the research.

In the third part of the thesis, the results of the research have been discussed. Results of the research present the research survey in a specific way and go through the survey in an accurate matter.

Furthermore, the fourth part of the thesis consists of the analysis of the results gathered through the research.

The final part of the thesis draws conclusions of the thesis and gives suggestions for further.

1.3 Vaasa as an international city

7,2 % of the over 66,000 habitants in Vaasa are others than Finnish and Swedish speaking, meaning more than 4,700 people. The largest language groups after Finnish and Swedish were Russian, Somalian, Arabic, Albanian and English. There were altogether 92 different languages registered in 2013. The amount has increased steadily during the recorded years from 1999 till last year. At the end of year 2013 there were living 3,800 non-Finnish citizens in Vaasa, which was 5,7 % of all Vaasa habitants. (Nylén, 2014)

In 2000-2013 the amount of other than Finnish and Swedish speakers has increased progressively during the years. The biggest nationalities in Vaasa in 2013 after Finnish were Somalian, Russian, Estonian, Chinese and Swedish. There were overall 117 different nationalities registered. (Nylén, 2014)

1.4 Introduction of ice hockey

Ice hockey originally comes from Canada where it has been played since the 19th century, and where it also is the country's national winter sport (Vaughan, 1999). In Oxford Dictionaries (2014) ice hockey has been defined as "A fast contact sport played on an ice rink between two teams of six skaters, who attempt to drive a small rubber disc or puck into the opposing goal with hooked or angled sticks". International ice hockey federation (2010) describes hockey as: "fast-paced, team sport built on skill, speed, discipline and teamwork. It is a game that requires quick thinking and fast reactions along with the development of many special skills such as skating, passing, puck handling and shooting".

According to IIHF this "fastest team sport in the world" has over 2 million players worldwide. IIHF Member associations are found in 73 countries (IIHF). IIHF has three levels of membership depending on the requirements the country is fulfilling. They are IIHF Full Member, IIHF Associate Member and IIHF Affiliate Membership (IIHF). The group of Big Seven ice hockey countries consists of Canada, Czech Republic, Finland, Russia, Slovakia, Sweden and United States (Ice hockey Wiki).

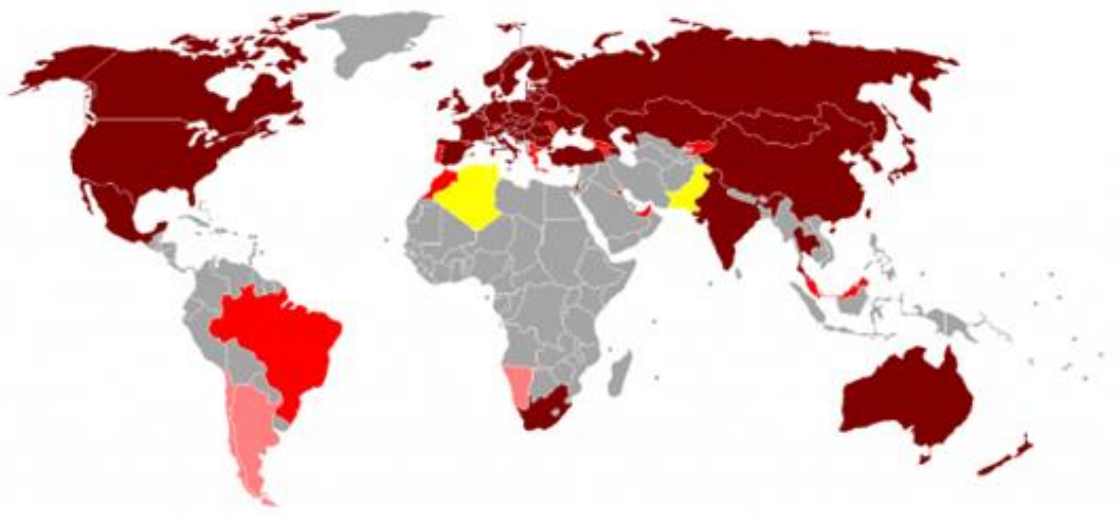


Figure 1. Member countries of IIHF (Kuschk)

The figure 1 from the year 2011 shows the deep red countries which are Full Members, red countries which are Associate Members and light red countries which are Affiliate Members of IIHF. Yellow countries are still waiting for approval and by checking the IIHF website, in Algeria and Pakistan are still not members of IIHF by the 14th of June 2014.

1.5 Introduction of ice hockey culture in Finland

Finland is an ice hockey fanatic nation with its thousands of ice hockey players and fans. 190,000 people in Finland are active ice hockey players (Suomen jääkiekkoliitto, 2013). Ice hockey is the most popular sports in Finland measured by the attendance, television visibility and amount of sponsorships (Finnish Hockey Hall of Fame, 2014).

According to the International Ice Hockey Federation there were over 66,600 registered ice hockey players and over 250 ice rinks in Finland in 2013. Finland is the only country besides Canada having more than one per cent of its population registered as ice hockey players (DH Top Tens, 2014). The amount of players was 4th largest in the world, as Canada was leading followed by USA and Czech Republic. In the latest rankings, placed Finland's men's ice hockey team second after Sweden and women's team as fourth. (International Ice hockey Federation, 2014). During the years, men's ice hockey team has won a total of 12 medals in ice hockey world championships which two are golden, and the team has placed for medals in the Olympics six times.

The games of Leijonat, Finland's men ice hockey team, is followed by a significant amount of citizens by Finland's nearly 6 million inhabitants. For instance, when Finland played in the ice hockey world championships final against Russia in the year 2014, at maximum 2,2 million viewers were watching the game in Finland (Helpinen, 2014).

The research called Sponsor Navigator (2014), made by an independent research company specialized on sponsorships named Sponsor Insight, supports the claim

of the ice hockey's dominance in Finland by stating that the sport that the Finns are most interested in is ice hockey, followed by athletics and cross-country skiing. Both men and women ranked ice hockey at the top of their list. The respondents were above 15 years old. Ice hockey has been ranked number one seven times during the previous nine years.

According the Sponsor Navigator, Liiga, the main Finnish hockey league, is the most popular sports league in Finland, followed by the main Finnish football league, Veikkausliiga. As a comparison, Leijonat, the Finnish men's ice hockey team, has approximately 415,000 fans on Facebook (2014) on its unofficial page, as the Finnish men's football team, Huuhkajat, has only approximately 36,000 fans on its official fan page. However, the average attendance during a regular season of Liiga declined to under 5,000 spectators in the previous season, when it was 4,974 (Liiga, 2014), which was the fourth highest number among European and Asian leagues (IIHF, 2014). As a comparison, the average attendance in Veikkausliiga in general was 2,123 (Veikkausliiga, 2014).

1.6 Introduction of Hockey-Team Vaasan Sport

Hockey-Team Vaasan Sport OY is a corporation established in 2002, previously operating as Vaasan Sport society and before that as a hockey division in IF Sport. The corporation consists of the representative team and from the Junior A team. Often the representative team is widely referred just "Vaasan Sport" or "Sport". The team has been playing for several years in the second highest ice hockey league in Finland, Mestis, but this season it advanced to the main league, Liiga.

In Mestis, the Vaasa team has won three champions titles in the seasons 2008-2009, 2010-2011 and 2011-2012 and has been known as one of the top teams in Mestis. The team's home base is Vaasa Arena which is an ice hockey rink located in Kuparisaari.

The eagle which is featured in the Hockey-Team Vaasan Sport's logo (Figure 2) is a well-known symbol of the team and its merchandising.



Figure 2. The logo of Hockey-Team Vaasan Sport (Hockey-Team Vaasan Sport)

1.6.1 Introduction of ice hockey culture in Hockey-Team Vaasan Sport

Vaasa is known for its enthusiastic hockey fans all over the nation. Even some of the non-Finns in Vaasa have said that although they do not know anything about hockey or the team in general, they do know how important the Hockey-Team Vaasan Sport seemed to be for people in the city. Elo (2011) wrote in his article called “Infernaalinen Vaasa”, that the core is that everyone in the (Vaasa) rink explicitly lives the hockey atmosphere. He continued that in Vaasa there is no "you" or "me", as everything has been referred as "we" format, as the team is the same with their supporters. RV (2009) wrote that according to him probably Finland's best supporters stand in combination with one of the best home audiences is a huge thing for a Mestis-city. He added that it can be even so huge that it can at times be a burden for the Sport team. Furthermore according to RV the home crowd of the biggest and most beautiful (team's) also know how to demand results from its team - if necessary, disgrace is being expressed with whistles and boos.

The Hockey-Team Vaasan Sport fans are known as Red Army. The official name for Hockey-Team Vaasan Sport fan club is Vaasan Sportin kannattajat ry. The aim of the association is to promote the hockey fan culture in Vaasa, to encourage the hockey team and to raise the sportsmanship spirit of ice hockey supporters

(Aho & Matkoski). Vaasan Sportin kannattajat is known to be the oldest ice hockey fan club in Finland (Vähämaa, 2013), as it celebrated its 25th anniversary in 2013. The other unregistered and known as more provocative group of Hockey-Team Vaasan Sport fan club is called Ultras 06, which announces on its website "We are Vaasan Sport!", meaning that at the end of the day they as fans are the club, not the players, coaches or the management.

Hockey-Team Vaasan Sport had the highest average attendance in Mestis last season, with its 2,412 spectators (Ikonen, 2014), as the city's football team VPS's number was 1,919 (Veikkausliiga, 2014) although unlike Hockey-Team Sport last year, it was playing in the highest league in Finland.

1.6.2 Number of foreign players in Hockey-Team Vaasan Sport

Hockey-Team Vaasan Sport has 30 players in their line-up of which five foreign ones (situation in their web page 9th of June 2014). The non-Finnish members of the team come from the United States, France (2 players), Slovakia and Canada. Four of them have not played in Hockey-Team Vaasan Sport before the current season. In the previous season 78 of the Liiga players in 14 teams were non-Finns (Liiga, 2014).

2 MARKETING

2.1 Definition of marketing

Marketing enables that the services and products offered by marketers meet needs and wants of the customer markets. According to American Marketing Association Board of Directors (2013), marketing consists of processes for creating, communicating, delivering and of exchanging offerings. These offerings have value for all parties involved, such as customers, clients, partners and society.

This claim is supported by Kotler & Armstrong (1999, 3) who state that marketing is a process which aim is to satisfy customer's needs and wants by creating and exchanging services and products with value by markets. In addition, Jobber (2010, 3) finds marketing existing through exchanges meaning receiving something from someone by giving something in return through an act or a process.

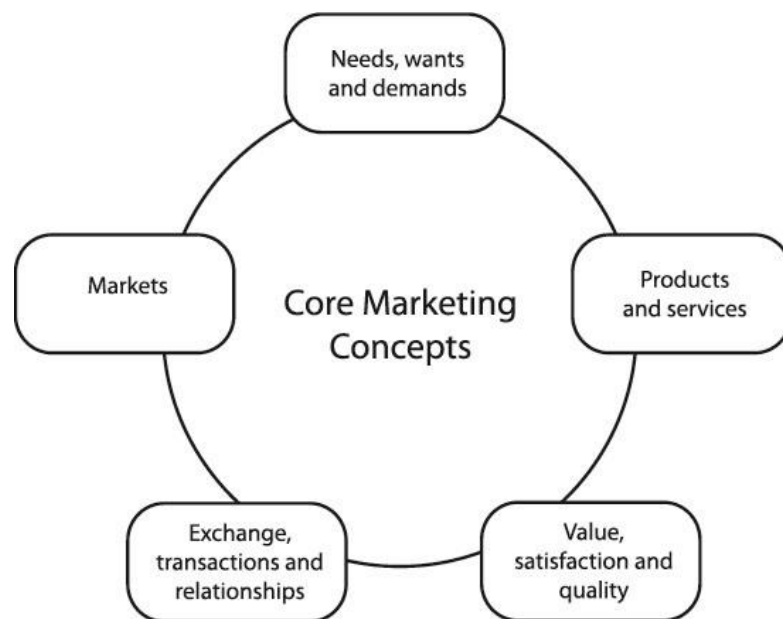


Figure 3. Core marketing concepts (Kotler et al. 1999, 4)

According to Kotler et al. (1999, 4), The core marketing concepts consist of needs, wants and demands, products and services, value, satisfaction and quality, exchange, transactions and relationships and markets. Figure 3 shows how these concepts are being linked to each other in marketing.

2.1.1 Business-to-Consumer marketing

Customer markets could be divided in four different key markets, which are consumer markets, business markets, global markets and non-profit markets (Kotler & Keller 2009, 49). This section will focus on the consumer markets.

Consumer markets mean mass marketing by the companies in order to reach as many consumer as possible with their message and that is how to get them to use the product or service they are offering. In order to succeed, the company has to create a strong brand around the product or service it is offering and make it interesting and a type of product the consumer must have. Not only the product itself but also the packaging, availability, market communications and trustworthy service are all factors to support the brand image the consumer has of the company (Kotler et al. 2009, 49). The definition of a brand will be discussed more deeply on the next chapter.

2.1.2 Marketing mix

Marketing mix elements is one of the key concepts in today's marketing. It was first introduced McCarthy in the 60's, as he classified marketing activities in the four p's, which are product, price, promotion and place (Kotler et al. 1999, 49; Kotler et al. 2009, 62-63; Jobber 2010, 17; Brassington & Pettitt 2013, 27; De Pelsmacker, Geuens & Van den Bergh 2005, 2-3).

Kotler et al. (1999, 49) describe marketing mix tools covering every action a company takes in order to increase the desirability of its product. This idea is supported by Brassington et al. (2013, 27), who state that a successful marketing is based on these marketing mix elements, as all four elements are essential to make

the product successful. For instance even the best product does not succeed in the market if the marketing messages and distribution do not work.

The purpose of marketing tools is to support the marketing plan, which consists of the market objectives and goals, target segments and the wanted market position (De Pelsmacker et al. 2005, 2). By mixing and combining these elements of 4P's (Figure 4) a company tries to succeed among its target market. According to Kotler et al. (2009, 63), these four variables represent the marketing tools the seller has in order to influence the buyers, and from the buyers' point of view each of these tools are made to deliver a customer benefit.

Brassington et al. (2013, 29-31) also mention the three added Ps, meaning the extended 7 Ps of marketing introduced originally Boms and Bitner, also including people, processes and physical evidence.



Figure 4. 4P's of Marketing mix elements (Kotler et al. 1999, 49)

Product as the name indicates, means the entirety of goods and services the company offers from the brand name to the customer services after purchasing (Kotler et al. 1999, 49). In a world of technology, a product development has taken an important role in order to success in competition (Jobber 2009, 17). Product consists of every step of the product, from the creation to development and to management (Brassington et al. 2013, 28).

Price on the other hand indicates what the customer has to pay for something, to get something else in return, in other words meaning the amount of money in order to gain the product or service (Kotler et al. 1999, 49). Price is the only of these four elements which represents what the company receives, as other elements means costs for the company (Jobber 2009, 18). Price includes messages for all customers and also for competitors in the market (Brassington et al. 2013, 28).

Place indicates all the places of how and where the product or service is available for the consumers from the distribution channels to the product place in a shelf. (Kotler et al. 1999, 49) The key objective is to make sure that the products and services are available for the consumers in right quantities, at the right time, in the right place (Jobber 2009, 19). Place includes variety of intermediaries, which are required in order to get the products and services to a certain place at the certain time (Brassington et al. 2013, 29).

Promotion's task is to make the target group to want to buy the product by taking actions for the product's advantage. Promotion is a set of activities which defines the communication channels and messages to reach the target audience (Kotler 1999, 49). By promotion the customers get to know about the existence of a product and service and what are the benefits they obtain from it (Jobber 2009, 18). Promotion, which includes sending the communication messages from the company, requires analysing, planning and management (Brassington et al. 2013, 28).

2.1.3 Marketing communications

In today's world it is not enough that the product or service exists, the company must also know how to send the right kind of messages through certain marketing channels in order to reach its target consumers. All companies need some kind of communication, but the ways and time and money spent varies.

Marketing communications mix - also known as a **promotion mix** - is a mix of different kind of communication tools used by a company in order to carry on its advertising and marketing objectives. (Kotler et al. 1999, 422)

Marketing communication also enables the seller to introduce the product for a target audience, creates a brand image around the product and the company and shows what kind of places or feelings the company wants its product to be link in, to mention a few. (Kotler et al. 2009, 510)

Both Kotler et al. (1999, 422-423) and Jobber (2009, 18) have listed six major modes of communication, but Kotler et al. in 2009 (512) has also added Events and experiences and Word-of-mouth marketing. Fill (2011, 18-20) has introduced only five modes of communication, declining also interactive marketing, in addition to word-of-mouth marketing and events and experiences. De Pelsmacker et al. (2005, 4) also introduce these six communication tools among a variety of others included.

As the name promotion indicates, promotion mix goes under the promotion in 4P's. The communication activities that the company chooses to take also promote the company's brand equity, meaning that by the company communications the product gets more familiar to the consumers and will be associated in a right way in consumers' minds creating stronger brand image of the company, meaning for instance some certain feelings connected to the brand (Kotler et al. 2009, 512). The eight major modes of communications are seen in figure 5.

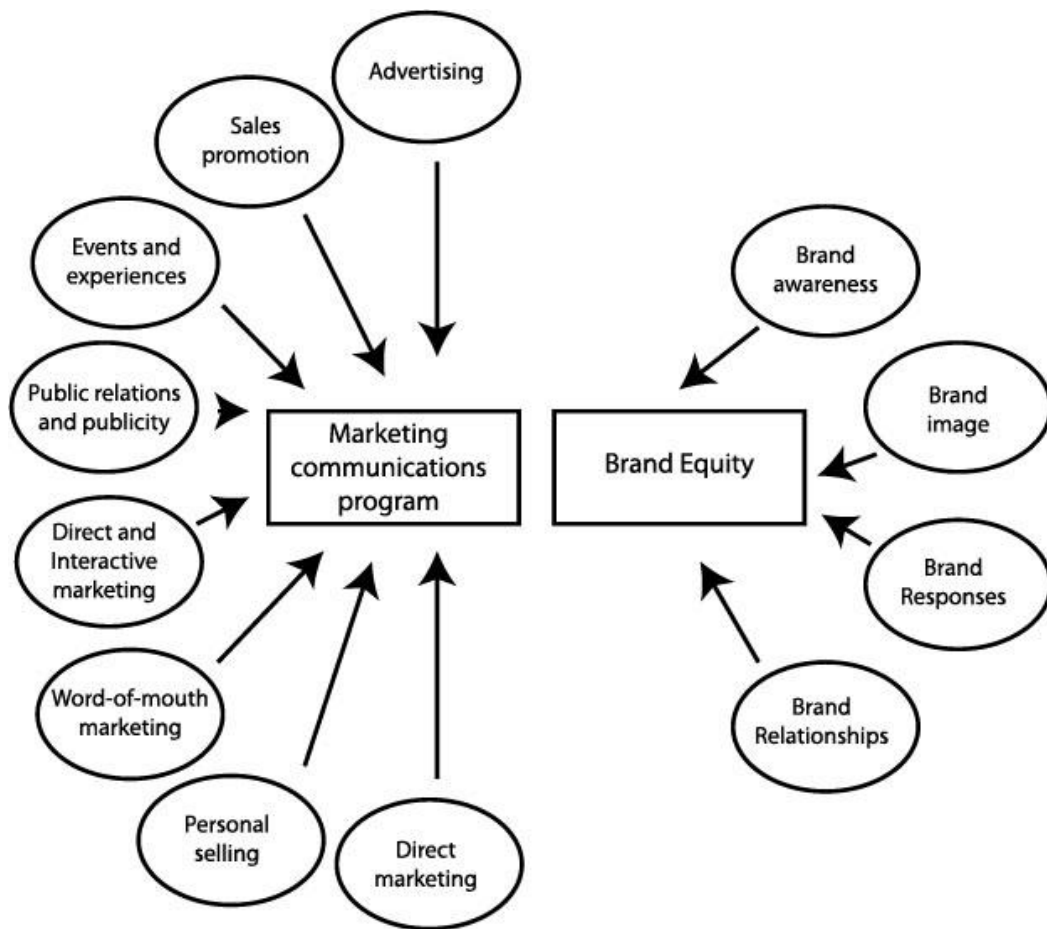


Figure 5. Integrated Marketing Communications to Build Brand Equity (Kotler et al. 2009, 513)

1. Advertising: The purpose of this paid and non-personal advertising is to raise awareness of the company and the products it is offering and ideas it is presenting. Examples of these are print and broadcast ads, brochures and symbols and logos (Kotler et al. 2009, 512-513; Kotler 2001, 106-116). The one essential advantage of advertising is that it could be focused on some specific group of segmentation (Fill 2011, 18).

2. Sales promotion: The purpose of sales promotion is to get the customer to act meaning to get him buy a product or service by offering a short-term incentive, such as two for the price of one. Advertising works mostly on the mind of the customer, but sales promotion works on behaviour of the customer (Kotler 2001,

109). Examples of these are trade shows, coupons and contests. (Kotler et al. 2009, 512-513; Kotler 2001, 106-116). The purpose of sales promotion is to increase the sales and collect information from the market (Fill 2011, 18).

3. Events and Experiences: The purpose is to create daily or special brand-related interactions through activities and programs sponsored by the company. Examples of these are sports, entertainment and street activities (Kotler et al. 2009, 512-513).

4. Public relations and Publicity: The purpose of PR and Publicity is to protect the company image and its products by using a numerous program tools. Examples of these are as publications, annual reports and community relations (Kotler et al. 2009, 512-513; Kotler 2001, 106-116). Public relations includes spreading information concerning the company through by third-party media, such as newspapers (Fill 2011, 18).

5. Direct marketing: The purpose is to communicate with the existing or potential customers directly via mail, telephone, fax, e-mail or the Internet. Examples of these are telemarketing, catalogues and mailings (Kotler et al 2009, 512-513; Kotler 2001, 106-116). This purpose is to achieve person-to-person relationships with the customers (Fill 2011, 18).

6. Interactive marketing: The purpose is to raise awareness of the company and its products among existing and potential customers approaching them directly and indirectly through online activities and programs. Examples of these are blogs, web sites and e-mails (Kotler et al. 2009, 512-513).

7. Word-of-Mouth Marketing: Is taking place when people with experience of the company and its products and services are telling it other people orally, written or via electronic communications. Examples of these are person-to-person, chat rooms and blogs (Kotler et al. 2009, 512-513).

8. Personal Selling: Is taking place face-to-face with the potential customers to get them buy the product or service a company is offering by answering their questions, making presentations and obtaining orders. Examples of these are sales meetings, samples and trade shows (Kotler et al. 2009, 512-513). This makes the immediate feedback from the customers possible (Fill 2011, 18).

Issues concerning branding will be discussed later.

2.1.4 Segmenting

Market segmenting is used by marketers in order to understand the customer differences and to answer to needs of particular targets. Jobber (2010, 260) states that segmentation gives the company the benefit to obtain the basis for the target markets it will focus on and enables to grouping of the customers which gives the possibility for a tailored marketing mix. It also permits for the differential marketing strategies and gives a better understanding of the opportunities and threats in the market. Segmentation gives the companies better starting point to develop their marketing planning in a way that it answers to their customer's demands (Fill 2011, 93).

In this chapter, we will focus on consumer markets. There are differences in what the researchers based their segmentations on. Consumer markets are often divided into four different segmentation variables, which are geographic, demographic, psychographic and behavioural segmentation (Kotler et al. 2009, 253; Brassington et al. 2013, 135-142; De Pelsmacker et al. 2005, 54-58). People can be set to several of segmentation variables by depending for instance on the product class or the buying situation (De Pelsmacker et al. 2005, 55).

In the category **geographic segmentation** the market has been divided into different geographical units such as nations, states, regions, counties, cities or neighbourhoods. It does not mean that the company can operate in only one of two of these variables, instead, the company can operate even in all of them, but the key is that its focus is on the differences rising from the local points of view, and what

it based its marketing decisions on (Kotler et al. 2009, 254). The needs and wants often differ based on the residence of customers (Fill 2011, 94). Examples of geographic segmentation variables in Hockey-Team Vaasan Sport case could for instance be Ostrobothnia, urban and suburban and City of 50 000-100 000.

The demographic segment divides consumers based on their age, family size, family life cycle, gender, income, occupation, education, religion, race, generation, nationality and social class. These are easy to measure variables, which are generally use as they are being often associated with the consumer needs and wants. (Kotler et al. 2009, 253)

The demographic segmentation variables are variables which highly effect to the consumer's possibility to buy certain something (Fill 2011, 94). In Hockey-Team Vaasan Sport case demographic segmentation variables could be for instance male, 20-50 years, with middle class income.

The psychographic segmentation divides consumers based on their psychological and personality traits, lifestyle or values. People who are sharing the same demographic segmentation variables could have completely different psychographic segmentation variables as people differ greatly by nature. Also cultural differences are strongly present in psychographic segmentation schemes. (Kotler et al. 2009, 261-262)

By these psychographic variables the company can specify patterns and behaviours of customers, which also affect the decision making in purchase situations (Fill 2011, 94). For example potential consumers from a psychographic segmentation point of view in Hockey-Team Vaasan Sport case could be sports-oriented, experiencers, who are willing to pay for entertainment and excitement.

The behavioural segmentation groups consumers based on their knowledge of, attitude towards, use of, or response to a product. Behavioural variables are occasions, benefits, user status, usage rate, buyer-readiness stage, loyalty status, and

attitude. Marketers in most cases believe that the market segmentation is the best to start from these seven variables. (Kotler et al. 2009, 263-265)

Behaviouristic segmenting is based on the assumption that people have different income levels and different needs and wants in different stages on their lives (Fill 2011, 94). In Hockey-Team Vaasan Sport case behavioural segmentation variables could be regular occasion (the game), regular user and heavy user, the loyalty status could be absolute (a fan who is attending to all the games) who is aware of the product and also enthusiastic towards the product.

Fill (2011, 94) and Brassington et al. (2013, 142) also introduce the fifth segmentation, which is called **geodemographic**, which divides people based on what kind of house they are living in, as people with different residential forms also have different kind of needs. In Hockey-Team Vaasan Sport case this could mean for instance marketing by the postal code for people living near of the ice hockey rink.

2.2 Sports marketing

Professional sports are now-a-days much more than just sports, as they are about entertainment which includes a great deal of sponsorships and other financing. In the sports industry, like in every business, it is essential to success and make the business profitable. It is not enough to success only in the play field, the companies behind the teams feel the tension to answer also for the financial pressure arising from the entertainment business.

Sports are not tied to social, religious or linguistic boundaries, as they are a phenomenon occurring universally (Graham, Neirotti & Goldblatt 2001, 3) This is an essential message also from this thesis point of view, as the purpose of the thesis is to find out the attitudes and opinions of people from all kinds of culture backgrounds.

Sports marketing tries to answer to the needs and wants of sport consumers by marketing sports related products directly to them, and also market other consumer and industry products through the sports sponsoring (Alaja 2009, 27).

Sports marketing can be divided into two different sections (Figure 6), which are marketing for amateurs and marketing for public (Alaja 2009, 28).

The purpose of marketing for the amateurs is to get people to become more active toward sports and get them to join sports clubs and organizations and get them to consume sport related products such as clothes and equipment. Marketing for the public on the other hand focuses on getting the consumer to become a part of a sports audience. (Alaja 2009, 28).

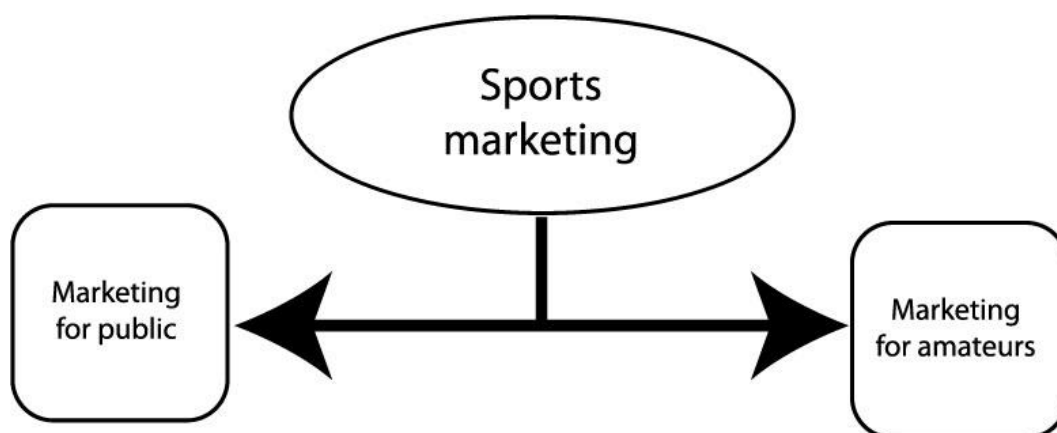


Figure 6. Sections of sports marketing (Alaja 2009, 28)

2.2.1 Sports as entertainment

According to Alaja (2000, 27) when sports have become more and more commercial and a part of entertainment, means this also that sports include different organizations and producers in a growing extent. When we for example thinking of

Hockey-Team Vaasan Sport, its slogan for recent years has been "The best entertainment in Ostrobothnia", referring the game as a more n comprehensive entertainment experience, before being only a sports event.

Fetchko, Roy & Clow (2013, 17-21) introduce **the 5P's of Sports Entertainment Marketing** which are positioning, platform, promotion, profits and people. The purpose of **positioning** is to understand and serve the customer the best way possible. This includes setting the values and mission of the company, conducting marketing analysis and marketing objectives and doing the target market segmentation. **Platform** indicates responding for customers by given them benefits including brand relationships, product and place or distribution. **Promotion** includes engaging the customers as part of the sports, and creating and keeping customer relationships. **Profits** recognizes the important role of a pricing when developing customer value and in other hand positive customer satisfaction, which also includes the measurement of the gained results. **People** as the name indicates refers to the people that the customer is involved during the sports event and their role to make the event successful for all the parties involved.

2.2.2 How is a sports product defined?

A sports product differs greatly from a regular consuming product, as it can never be totally predicted. Sports products are service products (Alaja 2009, 73). The concept for the service products is focusing in a decision making on customer orientation, specified concept service, availability of the service and customer relationship management skills. There are eight elements you can relate to a sports product; the game itself, star players, an entrance ticket, organization, conditions, the accessories and equipment, service staff and the service process and image (Alaja 2009, 75-76).

Fetchko et al. (2013, 19) in other hand states that a sports product consists of 10 different elements, which are leagues, teams, events, experiential products, athletes, sponsorships, merchandise, support products, venues and sporting goods.

2.2.3 The essential features of sports products

The Hockey-Team Vaasan Sport game is about to start. The main lights are being turned off, the player introductions are being played on screens, the music is massive and the feeling tangible. Fans are singing and cheering to their home team. They are not just watching the game. They are feeling it. There is a feeling that something great is to be happened soon. The emotional start of the game increases the feeling to want to stand for their team.

According to Alaja (2009, 28), the consuming of sports is appealing to the emotional factors. There are no similar experiences as every viewer has its own subjective attitude and experiment coming from his own basis. This is what sports marketing is trying to achieve; it tries to touch the consumers also in an emotional level.

The sports product entity is never the same, as sports games can be full of surprises and every game is different. Although judges, players and play field would stay unchangeable, there are several things which vary, such as possible injuries, players' performs and judging. According to Alaja (2009, 28) all of these things mentioned effect to the game result and that is how to the fact how the audience enjoy themselves at game and how satisfied they are to their game experience. This also makes sports marketing more challenging. Like in Hockey-Team Vaasan Sport case, the top teams in Liiga have been losing to the teams at the bottom for several times, so you can never really predict the result beforehand.

The sports consumers are at the same time sports producers, meaning that consumers are in essential role in creating the atmosphere and by consuming the product they also create it (Alaja 2009, 28). In Hockey-Team Vaasan Sport's case this could mean for example the fan group Red Army, which definitely creates a great feeling to the home games and who has got famous all over Finland.

At the same time, sports also means socializing. For instance in Hockey-Team Vaasan Sport case when the whole ice hockey rink is jumping up and cheering for

a goal, it creates a feeling that they as a group have shared a great experience together. This also often affects the amount and quality of the enjoyment which has been experienced as an individual (Alaja, 2009, 29).

Team identification can even be an essential part of person's identity, which have a great deal of impact on the attendance of a sports event (Fetchko et al. 2013, 43). Whether how good or bad his team is playing, a person with a strong team identification is a regular consumer. Yet again, in Hockey-Team Vaasan Sport case are the hard-core fans in Red Army an excellent example of.

Sports marketers cannot affect to the designing and producing of the product they are selling, as they have no control over the play schedules and player choices. They can in other hand focus on the developing of the ancillary services. (Alaja 2009, 29) Like in Hockey-Team Vaasan Sport case, the marketers try to come up with ideas how to attract viewers also to the games against teams who are not on the top, how to make the entertainment between the periods more interesting and how to place the food and drink services in a way they would be most suitable for customers.

2.2.4 Segmentation of sports fans

All of the sports viewers do not have the fandom behind them, meaning that the viewers as consumers are in diverse levels of relationships with the particular sport, team, player or event. Segmentation of fans is based on the high-involvement and low-involvement segmentation (Fetchko et al. 2013, 33). **High-involvement fans** have established a permanent relationship with a sport team, which is not tied to time or situation, or the success of the team. In Hockey-Team Vaasan Sport case Red Army is one of the greatest examples of this kind of fandom. **Low-involvement fans** in other hand are situation related and focusing on some special event or circumstances. In Hockey-Team Vaasan Sport case this could be seen when the play-offs are being played and people who have not watched any game during the season are now interested to see the team playing.

2.3 Event marketing

Hoyle (2002, 1-2) introduces the **three Es of event marketing**, which usually occur in every event, despite their differences, to make the event successful. By **entertainment** is meant when customers are being offered some unique and special entertainment experience which forces them to leave home. **Excitement** in other hand refers to the fact that the event is memorable for the customer. Excitement may be produced by the entertainment, but entertainment may have nothing to do with the excitement. **Enterprise** described the characteristic of event marketing, as it represents the willingness the try something new and see things from a new perspective.

Graham et al. (2001, 169-171) in other hand introduce the **5P's of event marketing**, which are participation, product and brand experience, promotion, probing and prospecting. The purpose of **participation** is to get consumers to join the event and get them to interact during the event, whether visually, verbally or tactually. **The product and brand experience** in other hand refers to distributing of samples to the consumers or get them physically to try the product in the event. The purpose of **promotion** as the name indicates is to raise the awareness of the company by for instance event-related incentives for the consumers and create stories around the event in order to get media publicity. **Probing** involves researching in every step of the event to ensure that the target audience is achieved in most effective way. **Prospecting** indicates that in order to see the returns on the investments made, should companies approach event marketing as a long-term engagement.

Event marketing plays significant role in sports marketing. In order to get the audience to participate to the games, the marketers are constantly developing new campaigns to raise the awareness and trying to find the answers to the question what are the fans willing to pay for. Marketers will have to solve how to get people to leave their homes a game after game and more importantly create a whole

event around the game with its entertaining. As is known, those rousing sports events live in our minds - and hearts - forever.

Graham et al. (2001, 4) compare a sports event to an actual sports competition, meaning that both require an effective game plan and a great deal of training, planning and practice. He also classifies sports events to two categories which are **spectator-driven** and **participant-driven**, meaning that globally important big events such as the Olympic Games are spectator-driven, but events which do not effect to such many people, such as amateur tournaments, are in opposite participant-driven sports events (2001, 5).

2.4 Experiential marketing

Experiential marketing differs from the traditional marketing in a way that it also includes consumers' feelings and emotions and does not only measure the decision making from a rational perspective. According to Schmitt (1999, 53-60), traditional marketing is focusing on features and benefits of the products, but the purpose of experiential marketing is to improve effective ways to create and deliver experiences, as consumers are searching for brands which can offer them not only some certain features but most of all unforgettable experiences.

This claim is supported by Fetchko et al. (2013, 177), by saying that experiential marketing has become a strategy in building customer relationships and creating the brand image, meaning that the customers' experiences work as a base for the brands.

Consumers are seeking more than just products; they are searching most of all experiences offered by a brand which also touch them in an emotional level and something they can relate to. Feelings and senses are been included also in marketing and most of all branding, and could work as a significant advantage in competition. Most of all sports offer experiences which often touch also the feelings of the customers. This is also an important feature used in sports marketing.

There are **three key characteristics in experiential marketing strategy** (Fetchko et al. 2013, 177), which are sensory experience, interaction and relationships. **Sensory experience** is trying to touch the customer's five senses, which are sight, sound, touch, smell and taste. Even though in a sport game the consumer does not directly participate in the game, there are still a major of things, such as the music and dancers, touching to the viewer's senses which effect to the whole experience. By **interaction** is meant how the role of consumer has changed through the experiential marketing from only being a receiver to participator, meaning that consumers are a part of the actual delivery process. This way the consumer is more involved which also helps to create the customer relationships. **Relationships** describe the effect that the experiential marketing has to customer relationships, meaning that a positive interaction that the customer has experienced can have far-reaching effects on the brand image he have. In sports this means for instance that the customer spends his time longer in the properties, has a positive attitude and is willing to come back later.

2.4.1 Strategic Experiential Modules

Schmitt (1999, 60-62) represents five experiential marketing experiences in Strategic Experiential Modules (SEMs) which are sense, feel, think, act and relate. **Sense marketing** tries to touch the five basic senses of the customers which are sight, sound, taste, touch, taste and smell. Furthermore **feel marketing** tries to reach the emotions and inner feelings of the customers. In addition **think marketing** tries to appeal to the intellect of the customers by creating and engaging customers by problem-solving experiences. **Act marketing** in other hand tries to enhance customer's lives by representing alternative ways of doing things. In the end **relate marketing** tries to appeal to the customer's desire for self-improvement, what does he wants to be.

2.5 Marketing in Hockey-Team Vaasan Sport

Hockey-Team Vaasan sport is using several marketing channels to give out information. In addition to its website Sport also markets itself via Facebook, Twit-

ter, Instagram, YouTube, TeamUp and Snapchat. From these pages you can follow Hockey-Team Vaasan Sport's updated information, to read live match reports, watch game summaries and player interviews, to give a few examples. The company also advertises in local newspapers and local radio channel as a part of its marketing. The players also do appearances in different occasions and company visits. In addition, one of the players writes a blog on the web pages of a local newspaper.

The most important market channels for the company are its website, its Facebook page and the local newspapers, Finnish Pohjalainen and Swedish Vasabladet. (Petrov, 2014) In Facebook Hockey-Team Vaasan Sport has over 16,000 followers, as a comparison, the city's football team VPS has only over 3,000 (Facebook, 2014).

All together 10 people have the access to update the different social media channels, of which a half are active modifiers. There was 132,270 individual visitors in the website of Hockey-Team Vaasan Sport in year 2013. (Petrov, 2014)

The most important marketing communication tools to Hockey-Team Vaasan Sport are direct marketing, interactive marketing and word-of-mouth. The most important target group for the company is all women and men between ages 20-50 who are keen on sports. The Hockey-Team Vaasan Sport has created a strong company brand, and has also developed brand stories as a part of its strategy, such as The Nousukausi and The Liigakausi. (Petrov, 2014)

2.6 Definition of a brand

According to The American Marketing Association a brand is "a name, term, sign, symbol, or design of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors". So in other words, a strong brand is an essential advantage for a company against the competitors. A strong brand makes a company to stand out from the group of companies who offers the same kind of product or service in the eyes of the consumer.

Kotler (2009, 276) states that the differences which make the company stand out from its competitors can be functional, rational, or tangible meaning they are related to product performance of the brand. Furthermore they can be symbolic, emotional or intangible, meaning they are related to what the brand represents. Jobber (2009, 303) states that brand consists of the unique name, packaging and design what a company has developed. Fill (2011, 141) adds that brands represent the expectations that customer sets, and in order to success, a brand has to meet or even exceed these expectations. Brands consist of the image that the company wants to give for its customers and the image that the customers have through his experiences.

A company brand brings benefits for both consumers and companies. By trusting to the quality of some certain brand can consumer use less time to the purchasing decision making (Kotler et al., 2009, 277). For consumers strong branding provides quality certification and creates trust (Jobber, 2009, 305). According to Keegan & Green (2005, 330), the consumer is gaining the information concerning brands and products from multiple sources, such as advertising and packaging. Consumer also obtains information from the experiences of his own and others.

The brand also helps companies in many ways, like in tracking of the inventory, and by giving the product features legal protection. In addition, when a company has succeed to create a strong brand of its product, also brand loyalty increases, which means the satisfied customers will choose the same product in the future as well and the company can assure its security for demand. Brand loyal customers are even willing to pay 20% or 25% higher price for the certain brand or a product to get it (Kotler et al., 2009, 277).

What makes brands so important is that usually all competitors try to plagiarize each other and develop the same kind of successful products that their competitor has, but it is the brand image in consumer's mind that counts, together with the company's product experience and with marketing activity (Kotler et al. 2009, 277).

2.6.1 What is branding

Branding, as the name indicates, is leaning to the power of the brand that the products or services have. It is a long-term process and requires advertising from the company (Fill 2011, 142). Marketers create stories around the product to support the brand identity in the minds of the consumers. The importance is to assure the consumers that the product or service has qualities that they want and need and cannot get from any other product or service provider and this way clarify their decision making (Kotler et al. 2009, 278). Jobber (2009, 303) describes branding as a process, which aim is differentiate the company's product offerings from the competitors, and states that strong branding effects positively to the consumer perceptions of brands, help against the competitors, improves profits and provide a base for brand extensions.

2.6.2 Brand awareness and brand image

Brand awareness describes the extent to which the customer is familiar with the company brand and how well the consumer can associate the product with the certain brand. The more knowledge the consumer has from the brand, the more likely it is that consumer considers the brand as an option before making a purchasing decision and adds the brand to his consumer's evoked set. Brand awareness may also increase the brand equity (Jobber 2009, 308). The better the consumer knows the brand, the more likely he is to become brand loyal for the certain brand by choosing it regularly.

The brand image in other hand is created through the use of all 4P's in the marketing mix. The brand image is been formed over time and sums up the faults and qualities of a brand in consumer's mind. Brand image is consisting of consumer's images from the company itself and also from the product or service it is offering (Keegan et al. 2005, 330). Once again, by creating a strong, positive brand image, it is more likely by the consumer to purchase the product and therefore brand equity (Jobber 2009, 309).

2.6.3 Brand Equity and brand knowledge

The consumers have certain feelings; how they think, feel and act towards the brand. Brand equity means the added unique value to the brand, which without the results of the product marketing would differ (Kotler et al. 2009, 279-280, 304). According to Jobber (2009, 307), brand equity works as a measure of the strength of the brand in the marketplace by adding tangible value to a company through the resulting sales and profits. Keegan et al. (2005, 330) describes brand equity in a way that it is the added value that is developed between the brand and customer relationship in a long run and improves in a relation with the customer relationship.

Fill (2011, 158) states that the brand equity consists of the value of the brand, meaning that it forms from the financial assets of the company and its reputation. Brassington et al. (2013, 219) support this claim by saying that brand equity consists of the financial value and the goodwill of the company.

Brand knowledge consists of everything that the consumer associates with the brand. These are all kind of thoughts, feelings, images, experiences and beliefs. That is why it is essential to create a strong brand, which creates unique associations in the consumer's minds and is links the feelings to the particular product or a certain company (Kotler et al. 2009, 281).

3 EMPIRICAL STUDY

3.1 Methodology

It is essential to determinate in the planning stage of the research whether to use the quantitative or the qualitative research method. In this research the quantitative method is being used, based on its capability to gather statistical information from a large group of people.

The quantitative research is based on the following three concepts, statistical unit, frame and sample (Virtuaaliammattikorkeakoulu). The quantitative research method consists of certain characteristics which are repeated: the interviews made are normally based on random samples of respondents, the questionnaire of the research normally includes certain critical points which after it is no longer possible to go backwards, the research is always included a numerical data matrix in which the material is been compacted and the most essential is the truthfulness of the material. (Tilastokeskus)

The quantitative research method is used to solve causes which effect to some certain issues under the research. Hirsjärvi, Remes & Sajavaara (1997, 136) introduce the key factors of the quantitative research method which are conclusions from previous studies, previous theories, presenting of the hypothesis, defining of the concepts, careful planning of the information gathering concerning the research, selecting of people who belong to the test group and ensuring that the results can be handled and analysed statistically.

The data which is collected through the quantitative research method could be generalized, which enables an analysis of a large amount of information gathered from random samples of respondents. Data gathered by the quantitative research are being handled as statistical-mathematical data and statistical individuals. (Virtuaaliammattikorkeakoulu)

There are four basic qualities of a research, exploratory, descriptive, explanatory and predictive (Gratton & Jones 1996, 6-7; Hirsjärvi et al. 1997, 134-135; Pedersen et al. 2007, 297), which all have the different approaches to the topic and therefore practice dissimilar strategies so solve the questions. The gathered materials from these researches are also being handled differently.

The quantitative research method holds numerous of advantages even though also disadvantages occur; nonetheless for this purpose it was found it to be the best option.

The research of this thesis is descriptive, meaning that it is looking for answers for the factors which are affecting the research questions. In this particular research the attitudes and behaviours towards Hockey-Team Vaasan Sport among the non-Finns living in Vaasa area were tried to examine. The descriptive research method is being used when the most common behavioural formats, beliefs, processes and happenings of the particular case or phenomenon are being discussed (Hirsjärvi et al. 1997, 135). The descriptive research method is searching for the essential features of some specific phenomenon, and in my case I chose a survey to implement these issues handled in my research.

By the results of the quantitative research method the case company will obtain a better understanding of general opinions and attitudes toward their company among non-native Finns living in Vaasa area. When approaching by the quantitative research method a structured questionnaire can be used effortlessly to reach numerous of respondents and still it also gives space for individual respondents by giving opportunity for open answers. By analysing and presenting these results in an accurate manner will company get a better chance to obtain a general view from the subject, but also to gain more specific information in order to develop its performance.

3.2 Implementation

The purpose of the research was to gather as much information as possible among non-Finn Vaasa habitants. The research was searching for answers, attitudes and experiences towards ice hockey and more specific the case company, Hockey-Team Vaasan Sport. A survey served the purposes of the quantitative research method greatly. The Internet was chosen as the distribution channel for the survey as the idea was to obtain as many respondents as possible, including as many age groups, ethnical backgrounds and occupational groups as possible, in order to gain reliable results, which creates the base for generalizations for the answers.

The survey was sent to several different organizations in order to succeed in the mission to reach as many respondents as possible. Examples of these companies are Vaasa Welcome Office, which presented the survey on their Facebook page, Vaasa University of Applied Sciences's mailing lists for students and Resurssi-rengas, which is the coordinator of the co-operation of immigrants in the Vaasa region. The survey was also sent to companies where is known to be working significant number of non-Finns such as Wärtsilä and Vacon in Vaasa, of which at least Wärtsilä shared the link to its workers coming from abroad. The survey was also posted on several Facebook pages, such to Hockey-Team Vaasan Sport, City of Vaasa and Miratalo. Messages were also sent to people of these organizations to ask if they would be kind enough to boost the survey forward. The overall feedback acquired was positive. Also a reminder was sent when the respondents had less than a week time to answer.

The implementation of the survey was done through the Internet, as it is quite effective channel to reach different people in a quite easy manner. A survey with some open answer possibilities served the purpose best in this quantitative research, where the amount of respondents works as a key factor. The idea was to keep the survey clear and simple and reflect the theory of the research.

The survey was sent to a test group beforehand and the final survey was modified based on the feedback and suggestions rising from that. The survey was meant to

be understandable for anyone who wanted to participate, no matter of the level of education or the ice hockey vocabulary, to mention a few possible limitations. That is why the questions in the survey tried to be as simply stated as possible. There were also space for some specific answers in order to make the respondents heard.

The survey was consisting of leading sections, which idea were to guide the respondent to the more specific questions concerning the case company based on the answers. After questions about background information, some basic information of the level of interest in sports and ice hockey were asked, which followed to more specific questions of ice hockey and Hockey-Team Vaasan Sport, depending the level of knowledge the respondent had of the team. The survey ended to a question of the most suitable marketing channels for the respondent.

The Internet based survey tool called Survey Monkey was used for the implementation of the survey. I found the use of the programme effortless and the overall experience was positive. Survey Monkey also enables the answers to be transferred from the Internet to the Excel.

The respondents also had the possibility to take part in a lottery by sending me their contact information. Only eight of the respondents participated, which was less than expected. The winner got two tickets to Hockey-Team Vaasan Sport game.

3.3 Validity and reliability

In order to review the possible faults made during the research, the measurement of the reliability and validity of the research is essential, and by this way ensure the creditability of the research. There are several methods to do this.

The reliability means the repeatability of the research, meaning that the results gathered through the research are non-coincidental, for instance when the quanti-

tative research method is being used, there are numerous of statistical procedures to ensure the reliability. (Hirsjärvi et al. 1997, 226)

The validity means that the purpose of the research is met and the research method is measuring the specific things what it supposed to. For instance, there is a possibility that the respondents have not understood the research survey questions correctly. (Hirsjärvi et al. 1997, 226-227)

The reliability and validity of a research are also supported by the fact that the researcher explains what he has based his conclusions on, and have not mixed his own opinions and attitudes when analysing the results.

The aim of this thesis is to find answers to questions such as what are the factors that influence the willingness of non-native Finns to attend the hockey games of Hockey-Team Vaasan Sport, what are the best marketing channels to reach this particular target group and would English information available raise the interest in the case company among the non-native Finns living in the Vaasa area.

To answer these questions an online survey was held and it got quite a number of respondents representing different background cultures and variables. Therefore could be stated that the internal validity of the research was rather high although some of the given questions did not quite have the required impact in the research. There were similar answers and factors occurring repeatedly through the survey, which supports the reliability of the research.

Although some certain groups, such as non-native Finns who do not use the Internet or do not understand English, were unable to answer the survey, gives the research still a comprehensive view of how the case company Hockey-Team Vaasan Sport is seen among the non-Finn Vaasa habitants. More importantly, because the topic has not been researched before, the validity and reliability are challenging to measure, but based on the number and quality of respondents the research offers reliable answers.

150 respondents started the survey, but in the end 132 respondents completed it. All the answers have been taken into account, despite that some of the respondents have not answered all the questions. As the purpose is to offer information to the case company on how they could more effectively reach non-native Finns in Vaasa area in general, the research draws an overall picture of the scheme specifically for this purpose, without trying to search answers in a more detailed manner, meaning that none of the answers were left out. The research also assumes that the non-native Finns understand English in a level which makes the possible English marketing material useful, which leaves out the non-native Finns who do not speak English. Despite this fact, the range of respondents and the purpose of the thesis support the reliability of the research.

4 RESULTS

The online survey was open for two weeks' time in May-June 2014. The complete questions of the survey are presented in Appendix 1. The purpose was to obtain as many answers as possible, from as wide respondent range as possible. However, any goal for the number for the respondents was not set beforehand. In the end there were 150 respondents which of 132 completed the survey.

The factor which could have affected the fact why the survey did not gain even more respondents as could have been possible was, that the ice hockey season was already over on the regional, national and international level. Hockey-Team Vaasan Sport did not succeed in a way it was expected and ended its games as early as March. The last games in Liiga were also played in April and the World Championships ended at May, when Finland lost the final game against Russia. The timing of the survey was attempted to be set as close to the WC games as possible, and in this way make answering this survey more interesting.

Another factor which could have influenced the response rate was that the survey opened as late as the last week of May, when most of the students and some of the workers could have already been on summer vacation, meaning they did not necessarily read their emails or used computers that much in general, or were not bothered to answer as it would have taken time off their spare time.

The third factor was that do people who do not have any knowledge nor interest in ice hockey in general, bother to answer a survey concerning ice hockey, although they were a part of the target group.

The results are presented in same order that they were stated in the online survey.

4.1 The basic information of the respondents

The purpose of the background information of the respondents is to find out the factors which could affect their attending a hockey match of Hockey-Team Vaasan Sport. These questions concerning the general information of the respondents give valuable information for the sales and marketing department in order to use segmentation variables effectively concerning this particular target group by dividing people based on their needs and wants.

The first questions of the survey clarified the variables relating to demographics segmentation such as gender, age range, originality and occupational group of the respondents. Demographic segmentation variables are widely used in marketing for consumer markets, as they quite effortlessly give the possibility to divide people into customer groups. Also one question belonging to geographical variables was asked, as one of the questions in the survey cleared up if the respondent was currently living in Vaasa.

The gender

The first question concerning the gender gives information of who are the non-Finns living in Vaasa, as marketing for women and men could differ significantly. Men and women can value different things concerning the same product or service, which could be taking into account also in marketing. As a rough example in ice hockey case the game itself and the possibility to buy a few drinks could be enough for men, but women could also demand comfortable seats to sit on and working service facilities before they are willing to attend a game.

A slight majority of the respondents of the survey were men (Figure 7). The conclusion from this could be drawn that if Hockey-Team Vaasan Sport wants to use gender as one of the variables when marketing for non-Finns living in the Vaasa area, they need to take into account the differences in wants and needs for men and women as both of them are existing in this particular consumer group.

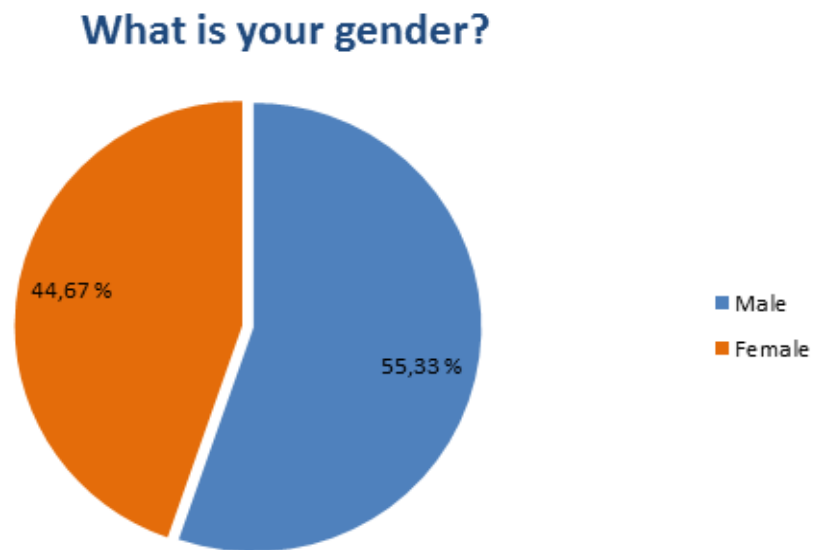


Figure 7. How respondents answered the 1st question of the survey “What is your gender?”

The age

The second question of the survey clarified the age group of the respondent. The respondent had to choose from six given options, which were people under 18, 18-24 years old, 25-34 years old, 35-49 years old, 50-64 years old and people over 65.

Yet again the demands and wants of consumers differ by the age concerning the same kind of product or service. Marketing for different age group varies, as people on different age level are attracted by different things. Marketing for teenagers and pensioners is dissimilar, as pensioners do not necessarily are keen on the same features of the product and services as teens. For instance in the case of ice hockey teens could be searching for excitement and fun-night experience, as people over 65 are looking for an easy access to the ice rink to watch the game.

Most of the respondents placed themselves to people of 18-49 years old as over 94 % of the respondents announced to be in this age range. As the marketing target group for Hockey-Team Vaasan Sport is everyone in the age between 20-50, do

the significant majority also of the non-Finns respondents belonging to this particular target group based on their age.

The original continent

The third question of the survey sorted out the origin of the respondent. The answers of this question give information of which part of the world the respondents are from and they also indicate the possible language groups the respondents belong to. The given options to choose from were Africa, Asia, Australia, Europe, North America and South America.

Figure 1 of the thesis presented ice hockey in different parts of the world. The original continent of the respondents was asked in order of wanting to know if the respondent comes from an area where ice hockey is familiar. By the knowledge gaining of the popularity of ice hockey in different countries and the answers by the respondents a conclusion could be drawn how aware the respondents are with this particular sports in beginning with. Information obtained from this question could be taken in advantage in the marketing for this certain target group.

Most of the respondents were original from Europe, which indicates that they are familiar with ice hockey even in to some extent, as ice hockey is being played widely in Europe. Second and third biggest groups of original continent were Asia and Africa where, opposite of Europe, ice hockey is not a common sports and do not belong as a part of their cultures. Only fewer than 3 % of the respondents were coming from North America, where ice hockey is extremely popular.

The current living place

The fourth question of the survey asked the respondent whether he currently lives in Vaasa. The present living place clarified if the respondents were at this point a part of the existing customer base in the marketing zone of Hockey-Team Vaasan Sport, which emphasizes their marketing to the Vaasa area.

Nearly 80 % of the respondents currently live in Vaasa and that way they are potential customers for Hockey-Team Vaasan Sport. A conclusion could be drawn that the rest of the respondents are living nearby of Vaasa, are for instance students who have just moved from the city, or even non-Finns hockey fans living somewhere else than in the Vaasa area wanted to participate in the survey.

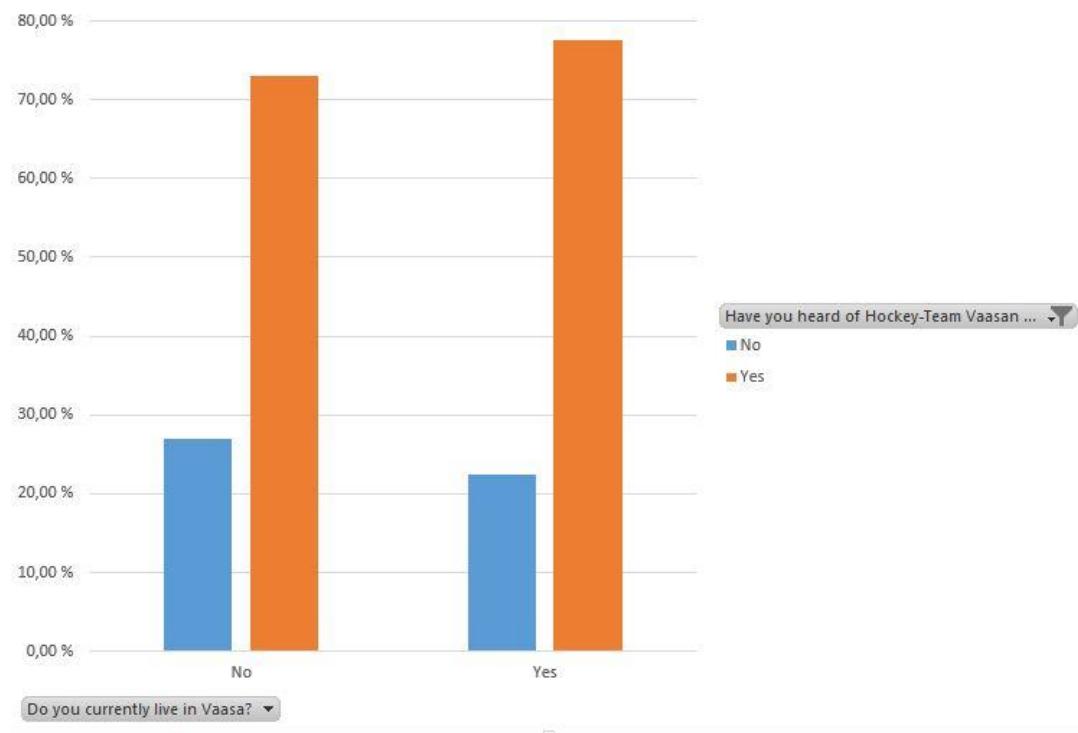


Figure 8. The number of respondents who currently live in Vaasa and have heard of Hockey-Team Vaasan Sport

Nearly 80 % of the respondents who live in Vaasa have heard of Hockey-Team Vaasan Sport (Figure 8). Also over 70 % of the respondents, who do not currently live in Vaasa, have heard of the team.

The occupation

The occupational status of the respondent was asked in the fifth question of the survey (Appendix 2.). The respondents were asked to choose from six options,

which were pupil/students, worker, official, managerial employee, entrepreneur, pensioner and unemployed.

The answers draw a picture of the income level of the respondents and therefore how much money the respondents have to use. People with a high occupational status have more income and more money to spend to leisure activities, such as an ice hockey game, than people who are for instance students or people with no job at all. I did not want to ask the exact income level, as money is a sensitive subject for many and I did not want anyone refusing to continue the survey for this particular reason.

Most of the respondents were pupils/students or workers, as all together more than a half of the respondents belonged to these groups. Although predictably the income level of these occupational groups is rather low, could for example these pupils and students be reached through as a part of customized campaigns for students, which occur in Hockey-Team Vaasan Sport marketing in Finnish and in Swedish. Also managerial employees and officials represented accurate 20 % of the respondents. A conclusion could be drawn that these respondents could work in a position which enables them to bring company quests to a Hockey-Team Vaasan Sport game if they are willing to, which make them important customers also from the business-to-business point of view.

4.2 The level of interest and knowledge of sports and ice hockey

The next questions reviewed the level of interest the respondents had towards sports and more specific towards ice hockey in general. The questions also clarified the amount of knowledge the respondents consider themselves to have in ice hockey.

If the respondent is not interested in sports in general level, it is less likely for him to be keen of ice hockey either. In opposite, if the respondent is keen on sports, could ice hockey also be something he might be interested in, whether he is familiar with it or not beforehand.

The level of interest in sports in general level

The sixth question of the survey asked if the respondent is interested in sports (Appendix 3). The respondents had to answer this claim "I am interested in sports" by choosing strongly agree, disagree, neither agree nor disagree, agree or strongly agree based on the best option describing himself.

Clearly most of the respondents, meaning almost 72%, agreed or strongly agreed to be interested in sports. As Hockey-Team Vaasan Sport describes their target group to be all who are keen on sports, belong all of these respondents in a fact as a part of that particular target group. From this a conclusion could be drawn that also ice hockey could be something which might interested the respondents as sports fans. The overall opinion based of the answers of sports was significantly more positive than negative.

The level of interest in ice hockey in general level

The seventh question in the survey requested the respondent to answer for a claim "I am interested in ice hockey", by choosing one of the given option, which were strongly agree, disagree, neither agree nor disagree, agree and strongly agree.

Nearly half of the respondents agreed or strongly agreed to be interested in ice hockey (Figure 9). From this a conclusion could be drawn that there is a potential new customer base for Hockey-Team Vaasan Sport among the non-Finns living in Vaasa area, as the interest in hockey is already existing strongly. Overall, the rate of respondents who consider themselves to be interested in ice hockey or had a neutral opinion was considerably higher than the rate of respondents who considered themselves not to be interested in ice hockey.

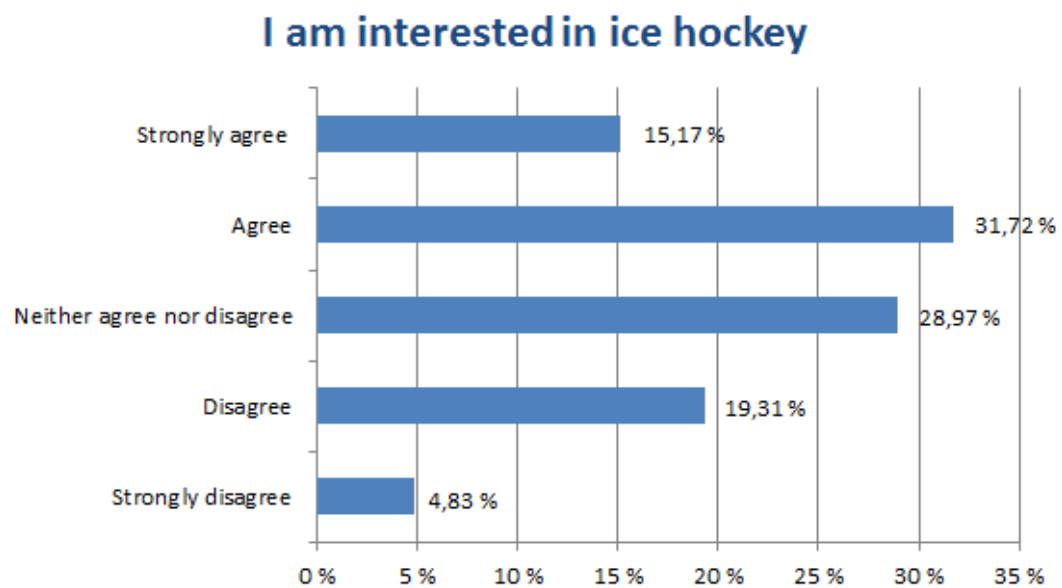


Figure 9. How respondents answered the 7th question of the survey “I am interested in ice hockey”

The level of knowledge of ice hockey in general level

The eight question of the survey presented a claim "I consider myself to know about ice hockey". The respondent had to answered the claim by choosing one of the following, strongly agree, agree, neither agree nor disagree, disagree or strongly disagree.

This question clearly divided the respondents, as nearly 30 % of them either agreed or disagree on the giving claim. The rate of respondents who agreed or strongly agreed to be interested in ice hockey (Figure 9) was higher than the rate of the respondents who agreed or strongly agreed to know about ice hockey (Figure 10). From this a conclusion could be drawn that even if the non-Finns respondent does not know about ice hockey, he could still be interested in this particular sport. So it does not necessarily mean that if the non-Finns do not have the knowledge concerning ice hockey, that they would not be interested to know more and maybe attend a game.

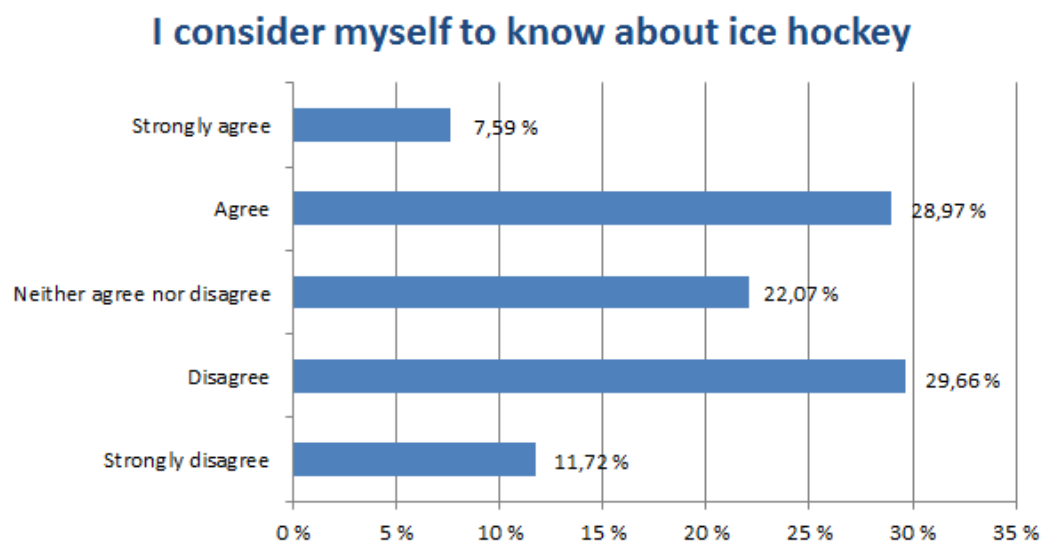


Figure 10. How respondents answered the 8th question of the survey “I consider myself to know about ice hockey

Have the respondents attended any ice hockey match

The following and the ninth question of the survey clarified whether the respondent has ever been to an ice hockey match. Most of the respondents answered yes to this question, meaning over 60 %. From this a conclusion could be drawn that there is high potential among the non-Finns also attend the ice hockey match of Hockey-Team Vaasan Sport too.

Factors which made the respondents enjoy a game

If the respondent answered yes to the previous question about whether he has ever attended a hockey match the following, and tenth question was presented. The respondent was requested to choose at least 1, and at the most 3, important options to the question "Which are the factors which made you enjoy yourself at the game?" (Figure 11).

The respondents were given five ready options and also the possibility to enter an open answer. The given options were company, entertainment between the periods, the game itself, services (e.g. possibility to buy drinks and snacks) and general atmosphere.

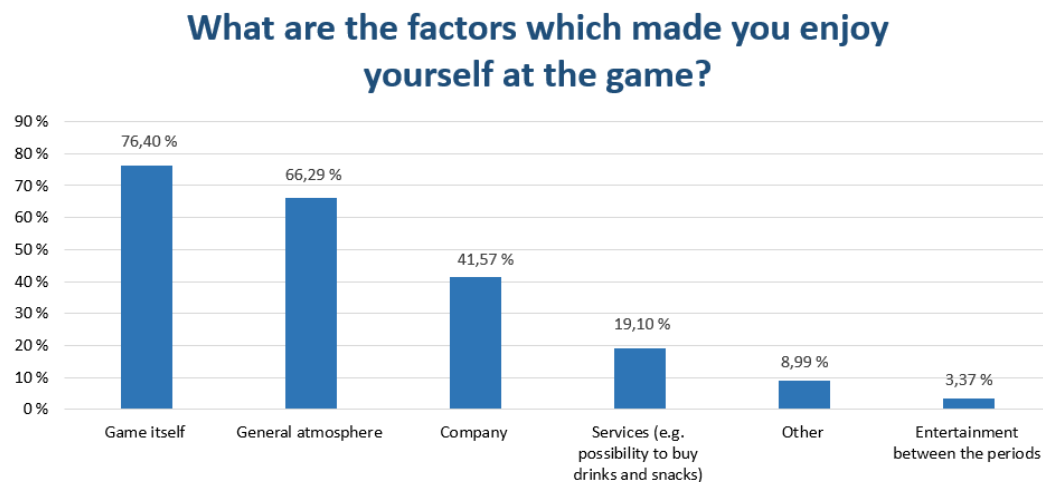


Figure 11. How the respondents answered the 10th question of the survey “What are the factors which made you enjoy yourself the game?”

The clearly most important factors concerning the enjoyment at the game appeared to be the game itself (76%) and the general atmosphere (66%). Respondents were also able to leave their own comments to this question and 8 of the respondents mentioned other factors which influenced to how they enjoyed a hockey game and the answers were:

- ❖ The pace of the game + skating skills required
- ❖ Just to see it for first time live
- ❖ Experience something new, not well known for me
- ❖ I have been a fan of Vaasan Sport since 2002
- ❖ Who said I enjoyed it?
- ❖ The fact that hockey is a very important part of Finnish culture and made me feel more integrated in Finnish society
- ❖ Which teams are playing
- ❖ If it's a national team

From this a conclusion could be drawn that the importance of the general atmosphere could not be underestimated in marketing of ice hockey match. As the sports games are becoming more and more comprehensive events which offer experiences for the consumers.

Factors why the respondents have not attended a game

If the respondent answered no to the question about whether he has ever been at a hockey match, he was requested to answer the following question which was the tenth question for the respondent. The respondent was requested to choose at least 1, and at the most 3, important options to the question "What do you find to be the biggest obstacle why you have not gone to the games?" (Appendix 4).

The respondents were given five ready options and also the possibility to enter an open answer. The given options were no information in a language you understand, lack of knowledge in ice hockey, too far away, lack of interest, nobody to go with, transportation challenges, lack of money/resources, there are no particular obstacles.

The largest group of respondents chose the lack of knowledge of ice hockey as the most important factor why they have not attended a hockey game, as almost as much as half of the respondents chose this option. Also the lack of interest, no information in a language you understand and nobody to go with collected a significant number of respondents.

Respondents were also able to leave their own comments to this question and 5 of the respondents mentioned other factors which have influenced to their unwillingness to attend a hockey game and the answers were:

- ❖ Never played before
- ❖ Time schedule and can also watch on TV
- ❖ Travelling a lot outside Europe
- ❖ No ice hockey facility available
- ❖ I don't like it

Based on the answers a conclusion could be drawn that more people could be attracted as part of ice hockey consumers by offering them information in an understandable language and this way raise their knowledge and thereby also their interest in ice hockey.

4.3 The role of English marketing material concerning ice hockey among the respondents

The next questions in the survey tried to find answers to how important role the English marketing material and information available considering ice hockey would play among the respondents and what is the level in interest in foreign players playing in a team.

The level of interest in an event where the basics of ice hockey are introduced in English

The 11th question of the survey asked the respondents whether they would be interested in an event where the basics of ice hockey would be introduced in English.

The respondents answered the claim "I would be interested in an event where the basics of ice hockey would be introduced in English" by choosing one of the following, strongly agree, agree, neither agree nor disagree, disagree or strongly disagree.

The overall attitude towards this kind of event was positive. The majority of the respondents (35%) agreed to be interested in such an event (Figure 12), and less than third of the respondents disagreed and strongly disagreed. As the most important factor why the respondents have not attended a hockey game was the knowledge of ice hockey, a conclusion could be drawn that there could be a demand and customer base for this kind of event, where the basics of the sports are being explained.

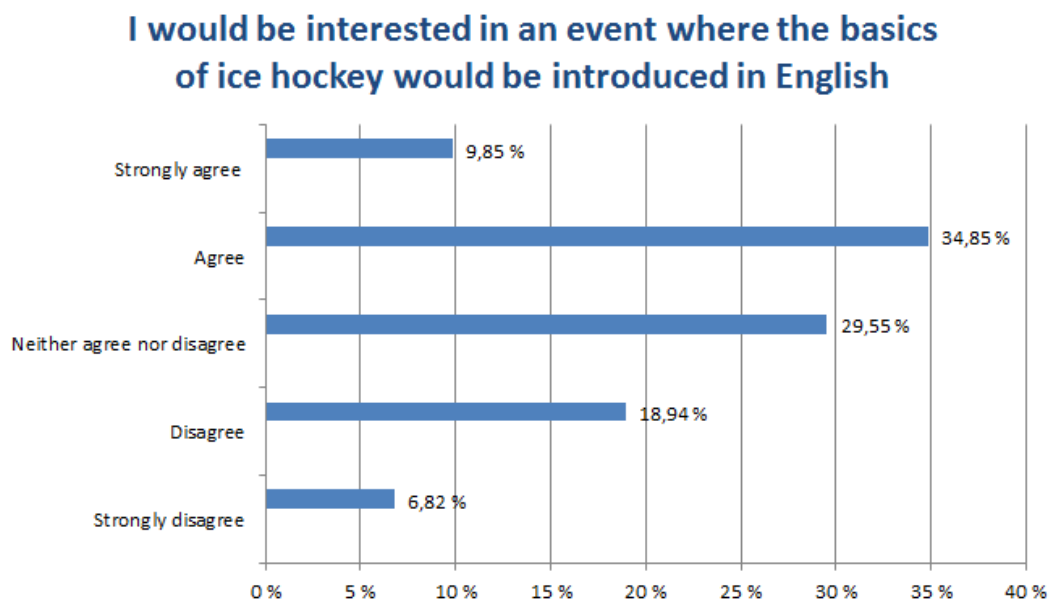


Figure 12. How respondents answered the 11th question of the survey “I would be interested in an event where the basics of ice hockey would be introduced in English”

The level of interest in an event where the announcements would also be in English

The following and the 12th question of the survey asked the level of interest in a special game event where the announcements would also be in English among Finnish and Swedish (Appendix 5).

The respondents answered the claim "I would be interested in a special game event where the announcements would also be in English among Finnish and Swedish" by choosing one of the following, strongly agree, agree, neither agree nor disagree, disagree or strongly disagree.

The overall feedback was positive towards this kind of happening, as over half of the respondents strongly agreed or agreed to be interested as the rate of people who had a negative attitude towards this kind of event was considerably lower.

The answers indicate that there is a demand for this kind of happening, as the respondents would be very much interested to this kind of event. Once again the need of marketing in an understandable language is met. This information could be taken in advantage in Hockey-Team Vaasan Sport marketing.

The importance of foreign players concerning the willingness to attend a hockey match

The 13th question of the survey presented a claim that "Foreign players would raise my interest to attend a hockey game in Finland". The respondents answered the claim by choosing one of the following, strongly agree, agree, neither agree nor disagree, disagree or strongly disagree.

Most of the respondents (44%) had a neutral opinion towards this claim. Nearly the same amount of respondents either agreed (23%) or disagreed (20%) as well as did the respondents answering strongly agreed (7%) or strongly disagreed (6%).

Although a minor majority of respondents reacted positively to the claim, the differences are so small, that a conclusion could be drawn that foreign players do not particularly raise the interest to attend a hockey game in Finland. If the answers had shown the importance of foreign players, would that information have been important feature in marketing as foreigner players could have been taken as part of marketing for non-Finn customers.

4.4 The level of interest and knowledge of Hockey-Team Vaasan Sport

The next questions in the survey wanted to know how familiar Hockey-Team Vaasan Sport is to the respondents, where they have gathered their information from and which are the factors which made them enjoy Hockey-Team Vaasan Sport game or yet again, what are the obstacles why have not been in Hockey-Team Vaasan Sport game. These questions clarified the general knowledge the respondent have from the case company this far.

Have the respondents heard about Hockey-Team Vaasan Sport

The 14th question of the survey asked whether the respondent has heard of Hockey-Team Vaasan Sport (Figure 13). A great majority answered yes to this question as 77 % of the respondents had heard of the team. This indicates that the case company is familiar among the non-Finns living in Vaasa area.

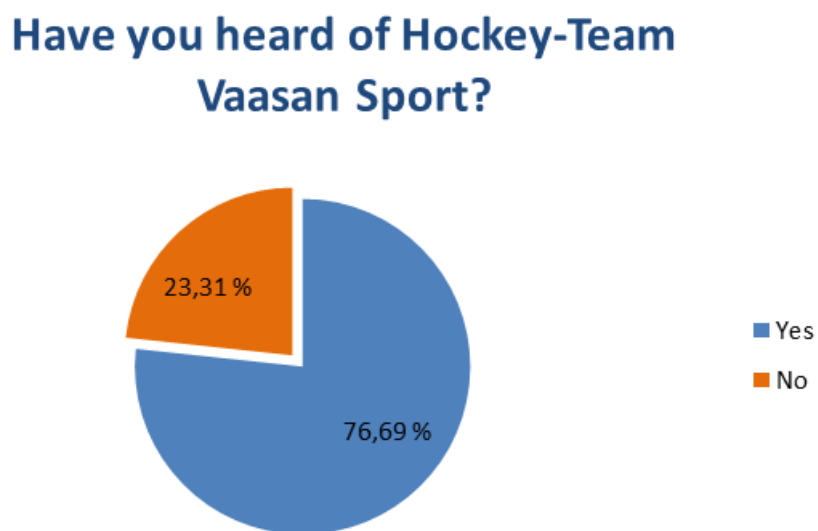


Figure 13. How respondents answered the 14th question of the survey “Have you heard of Hockey-Team Vaasan Sport?”

From where have the respondents gathered the information concerning the case company

If the respondent answered no to the previous question whether he has heard of Hockey-Team Vaasan Sport, no follow-up question were presented and the respondent was guided to the last question of the survey. If the respondent answered yes to the previous question, more specific questions concerning the case company were stated.

The following 15th question of the survey asked the respondent from where he has gathered his information concerning the case company (Figure 14). Five options were given which were friends or family members, have seen advertise-

ments, Internet, Internet, more specific social media, and local newspapers. The respondent was also able to enter his own comment. The respondent chose as many options as he wanted.

Two of the options rose above the others, as friends or family members (69%) and the Internet (43%) were top choices. Also the local newspapers (38%) have been giving information from the case company for the respondents. The Internet and local newspapers are also among the most important marketing channels for Hockey-Team Vaasan Sport, but word-of-mouth is something that no company can affect. A conclusion could be drawn that when the non-Finns respondents do not get the needed information through official marketing, play friends and family members a significant role in gathering information concerning the company.

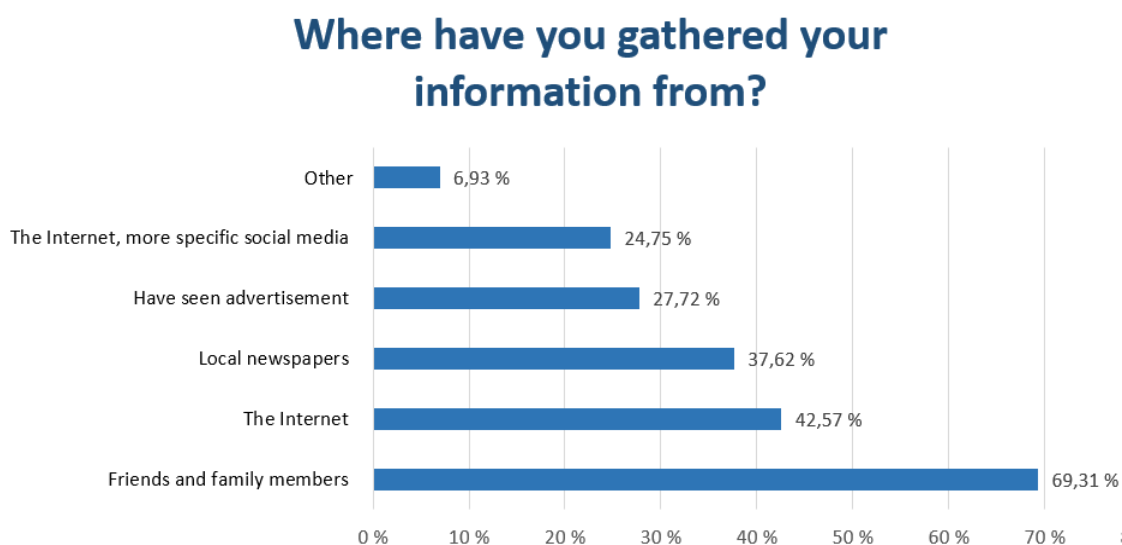


Figure 14. How respondents answered the 15th question of the survey “Where have you gathered your information from?”

Respondents were also able to leave their own comments to this question and 7 of the respondents mentioned other sources from where they have gathered their information concerning Hockey-Team Vaasan Sport and the answers were:

- ❖ From colleagues
- ❖ I follow also SM-Liiga pages and announcements etc. Have not been following Mestis so much
- ❖ At the office
- ❖ This is the only team I have seen
- ❖ Hockey news
- ❖ Friends who are members of the Red Army
- ❖ Vaasan ikkuna

Have the respondents attended the home match of Hockey-Team Vaasan Sport

The next 16th question clarified how many of the respondents who have heard of Hockey-Team Vaasan Sport have also been in their home match. This question divided the respondents in half, as only one respondent more answered yes to this question. So only half of the respondents, who know that the case company exists, have actually consumed the product it is offering.

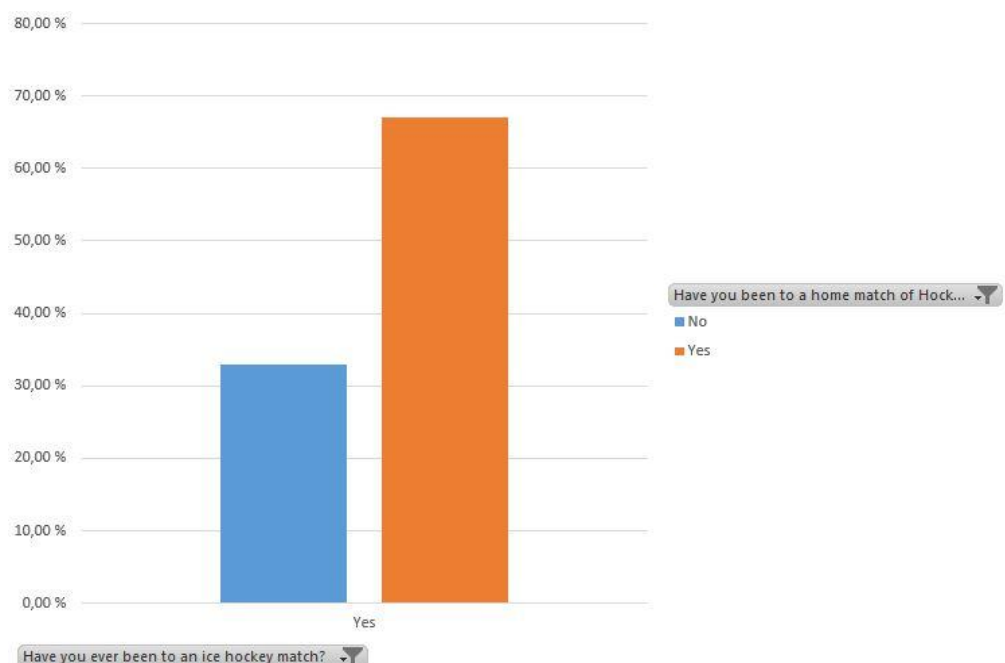


Figure 15. The number of respondents who have been in ice hockey match in general and also in a home game of Hockey-Team Vaasan Sport

Over 65 % of the respondents who have been in ice hockey match in general have also been in Hockey-Team Vaasan Sport's home game (Figure 15).

Factors which made the respondents enjoy the Hockey-Team Vaasan Sport game

If the respondent had been in the home game of Hockey-Team Vaasan Sport, the following 17th question was stated. The respondent was requested to choose at least 1, and at the most 3, important options to the question "Which are the factors which made you enjoy yourself at the game of Hockey-Team Vaasan Sport?" (Figure 16).

The respondents were given five ready options and also the possibility to enter an open answer. The given options were company, entertainment between the periods, game itself, services (e.g. possibility to buy drinks and snacks) and general atmosphere.

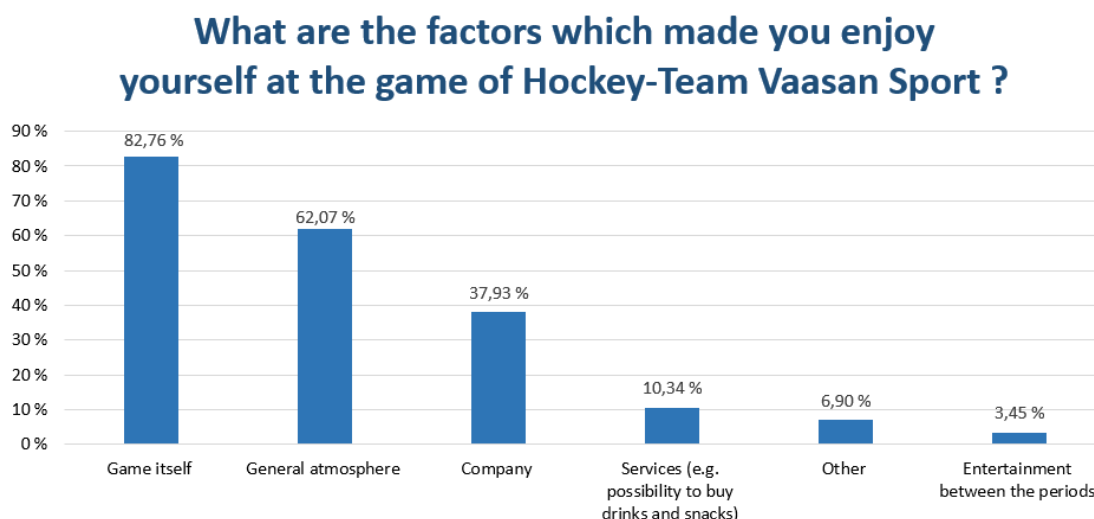


Figure 16. How respondents answered the 17th question of the survey "What are the factors which made you enjoy the game of Hockey-Team Vaasan Sport?"

The clearly most important factors concerning the enjoyment at the game appeared to be the game itself (83%) and the general atmosphere (62%) Respondents were also able to leave their own comments to this question and 2 of the re-

spondents mentioned other factors which influenced how they enjoyed themselves in a hockey game and the answers were:

- ❖ We sponsor the team, so it's always nice to see the company logo there :)
- ❖ I like the general atmosphere on the game... (we use to buy seisomapaikat) and the fans put a really good environment with their songs... Even if I don't understand a lot about ice hockey I like seeing matches

The game itself and the general atmosphere seemed to be the most important factors for people who have either attended some ice hockey match or who have specifically attended the Hockey-Team Vaasan Sport home game. As stated beforehand in this thesis, the home games of Hockey-Team Vaasan Sport are well-known for their remarkable atmosphere. This could be used as one of the key features also when marketing for the non-Finns.

Factors why the respondents have not attended the home games of Hockey-Team Vaasan Sport

If the respondent answered no to the question has he ever been in a hockey match of Hockey-Team Vaasan Sport, he was requested to answer the following question which was the 17th question for the respondent. The respondent was requested to choose at least 1, and the most 3, important options to a question "What do you find to be the biggest obstacles why you have not gone to the home games of Hockey-Team Vaasan Sport?" (Appendix 6).

The respondents were given five ready options and also the possibility to enter an open answer. The given options were no information in a language you understand, lack of knowledge in ice hockey, too far away, lack of interest, nobody to go with, transportation challenges, lack of money/resources, there are no particular obstacles.

The largest group of respondents chose lack of interest and there is no particular reason as the most important factors why they have not attended the home game

of Hockey-Team Vaasan Sport, as over one third chose these options. Also nobody to go with and too far away collected a significant number of respondents.

By clarifying the factors which have made the respondents enjoy themselves in a hockey game in general level and specifically in Hockey-Team Vaasan Sport game and in other hand by clarifying the obstacles of why the respondents have not attended a hockey game in general level and specifically in Hockey-Team Vaasan Sport game, important information has been obtained concerning the weaknesses and strengths of Hockey-Team Vaasan Sport game experience compared to the ice hockey game experiences on a general level.

The most important factors which made the respondent enjoy himself stayed the same whether the question was concerning an ice hockey match in general level or particularly a home game of Hockey-Team Vaasan Sport. But some differences occurred when the most important obstacles to attending an ice hockey match on a general level and particularly a home game of Hockey-Team Vaasan Sport were asked.

On a general level the lack of knowledge appeared to be the biggest obstacle, but in Hockey-Team Vaasan Sport's case the lack of interest was the most chosen option. This could indicate that the service that Hockey-Team Vaasan Sport is offering is not attractive enough in the eyes of the non-Finns living in Vaasa area, who nevertheless are aware of the case company.

Have the respondents visited the web page or Facebook page of Hockey-Team Vaasan Sport

The 18th question of the survey asked the respondent whether he has visited the web page or Facebook page of Hockey-Team Vaasan Sport. Only 24 % of the respondents answered yes to the question (Figure 17). Although the Internet is one of the most important channels to gather information, most of the respondents had not found their way to the official web page or Facebook page of Hockey-Team Vaasan Sport. The answers to this question support the previous information

gained which showed that the most important channel to get information of the case company are friends and family members, and not the official marketing channels. Once again the question of importance of English marketing material on these pages occurs.

Have you been visiting the web page or Facebook page of Hockey-Team Vaasan Sport?

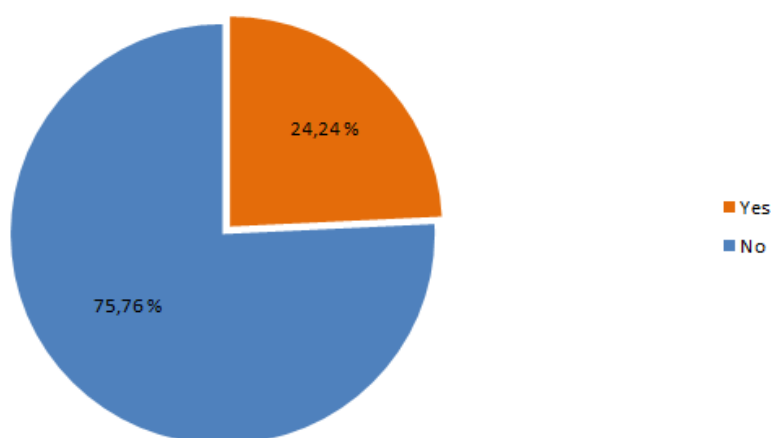


Figure 17. How respondents answered the 18th question in the survey “Have you been visiting the web page or Facebook page of Hockey-Team Vaasan Sport?”

Would English marketing material raise the interest in home games of Hockey-Team Vaasan Sport

The last and 19th question of the survey specific for the respondents who had heard of Hockey-Team Vaasan Sport was would the English marketing material raise their interest in the home games of Hockey-Team Vaasan Sport.

The respondents answered the claim "English marketing material would raise my interest in the home games of Hockey-Team Vaasan Sport" by choosing one of the following, strongly agree, agree, neither agree nor disagree, disagree or strongly disagree (Figure 18). The overall feedback was positive as totally over half of

the respondents strongly agreed or agreed than the English marketing material would indeed raise their interest in the case company. This indicates that there is indeed a need and a demand for English marketing material concerning Hockey-Team Vaasan Sport among the non-Finns living in Vaasa.

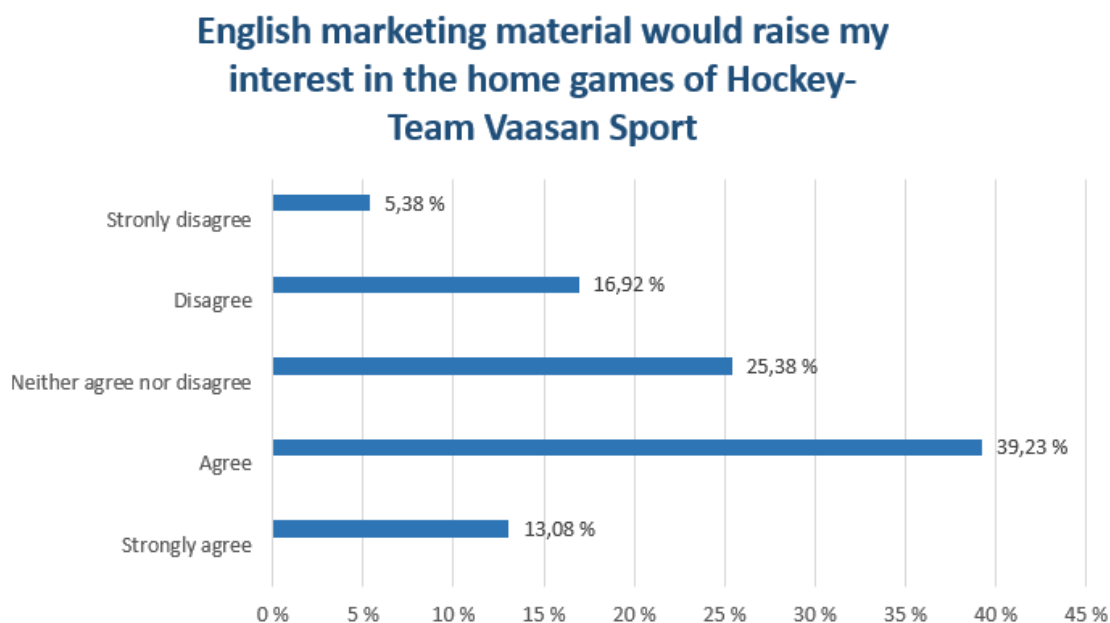


Figure 18. How respondents answered the 19th question of the survey “English marketing material would raise my interest in the home games of Hockey-Team Vaasan Sport”

4.5 The marketing channels reaching the respondents in general level

The last question of the survey clarified the marketing channels which would reach the respondents best according to themselves.

The marketing channels which reach the respondents the best

The 20th question of the survey was the last question and it was presented to all of the respondents. The question concerned the marketing channels. The respondent was requested to clarify which marketing channels reach his the best. There were

six given options to choose from, which were Facebook, local papers, web site, Twitter, flyers and posters and street advertising. The respondent was requested to choose at least 1, and at the most 3, most suitable channels for himself. Facebook (70%) clearly reaches the respondents the best, followed by website (40%), street advertising (38%) and local papers (32 %) (Figure 19).

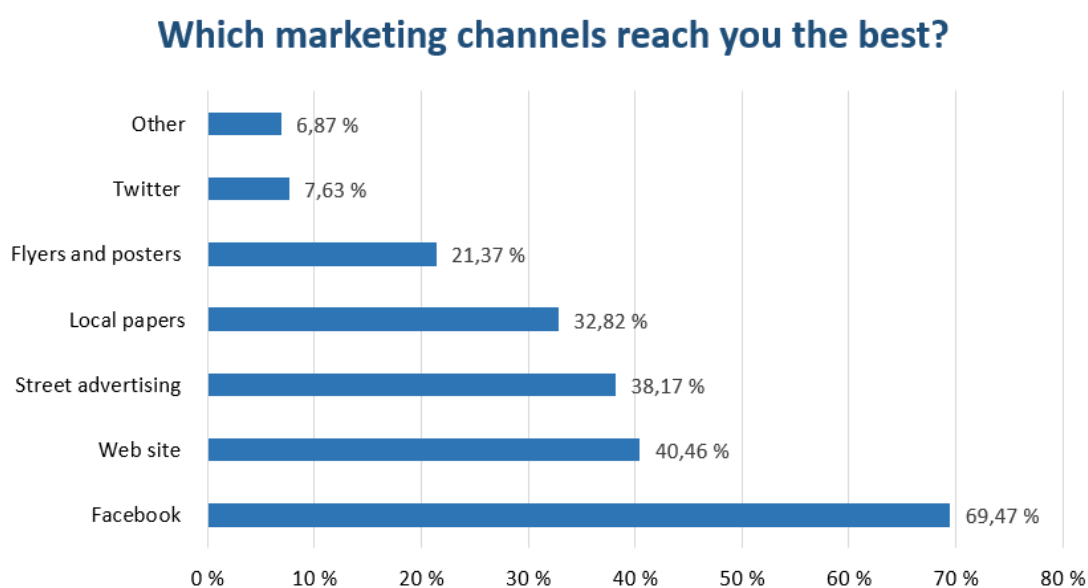


Figure 19. How respondents answered the 20th question of the survey “Which marketing channels reach you the best?”

Respondents were also able to leave their own comments to this question and 9 of the respondents mentioned other sources from where they have gathered their information concerning Hockey-Team Vaasan Sport and the answers were:

- ❖ Internal company news
- ❖ Vk.com
- ❖ Email or SMS
- ❖ Word of Mouth
- ❖ Word of Mouth
- ❖ My boyfriend

- ❖ A good story
- ❖ Information via networks like Auroras, Perhekeskus/Helmi, Mira-talo etc.
- ❖ TV

From these answers the conclusion could be drawn that even though the most suitable marketing channels for the respondents in general are Facebook and the website, the marketing messages sent by Hockey-Team Vaasan Sport do not approach the respondent effectively as could be possible, referring to the question 18, where only 24 % of the respondents told that they have visited the Facebook page or the website of Hockey-Team Vaasan Sport.

.

5 ANALYSIS

The results of the research support my own experiences which I had beforehand; it is obvious that the interest in ice hockey and Hockey-Team Vaasan Sport occurs strong among non-Finns in Vaasa, but the knowledge towards ice hockey is lacking. The most important reason why the non-Finns are not using the services which the case company offers in an extent which could be possible, seems to be the lack of information available in English, which repeated through the answers. The respondents seem to have the interest in ice hockey and Hockey-Team Vaasan Sport but they cannot find understandable information on the games beforehand or during the games.

Also the non-Finns have recognized the unique atmosphere of home games of Hockey-Team Vaasan Sport, which proves that sports games are nowadays more like events and experiences than only games. As a result of missing English marketing material, seems word-of-mouth to be specifically important channel to reach information, as its importance occurred in several parts of the research. One of the most notable issues concerning the marketing channels seems to be that even though Facebook and websites are the most important marketing channels for to the respondents, only a minority of them have visited the Facebook page or the website of the case company.

Ice hockey is seen as a strong part of Finnish culture and is seen even as a channel to feel more integrated in Finnish society, as one open answered and one open mail from one of the respondents to me summed up. Although you cannot generalize the issue based on these answers, it does help to draw the line how the importance of ice hockey in Finland also raises interest in Finnish culture among non-Finns habitants.

6 CONCLUSIONS AND SUGGESTIONS

By offering even the basic information also in English Hockey-Team Vaasan Sport would reach a significant new target group of potential buyers. In addition, the English marketing material would also give Hockey-Team Vaasan Sport the possibility to affect the information that the non-Finns are obtaining, as word-of-mouth do not give this opportunity. Even little marketing effort needed such as play schedule in the Hockey-Team Vaasan Sport Internet home page and the basic information giving in English would work as a functional starting platform to promote the company also for non-Finnish or non-Swedish speakers.

Social media seems to be a significant market channel to reach the non-Finns Vaasa habitants in general, but despite this fact not many of the respondents have visited the website or the Facebook page of the case company. By adding an English section to the home page and to Hockey-Teams Vaasan Sport's fan page in Facebook, would certainly help to promote the company. Moreover, by noticing this specific group during the games or in some special game events would be an important investment made in order to gather new potential non-Finn customers.

A clear majority of the respondents have heard of the Hockey-Team Vaasan Sport but only a half of them have been in a home match of the case company. The overall attitude toward Hockey-Team Vaasan Sport and ice hockey seems to be positive, but the obvious is missing; the information in an understandable language. By little effort the company could reach a whole new target group of interested customers, as the base is existed. Maybe this could be a topic for a further research; how to implement a marketing plan for the case company using three different languages.

REFERENCES

Books

Alaja, E. 2000. Arpapelä? Urheilumarkkinoinnin käsikirja

Brassington, F. & Pettitt S. 2013. Essentials of Marketing, 3rd Edition

De Pelsmacker, P., Geuens M., Van den Bergh, J. 2005. Foundations of Marketing Communications - A European perspective

Fetchko, M. J., Roy, D. P. & Clow, K. E. 2013. Sports marketing

Fill, C. 2011. Essentials of Marketing Communications, Pearson Education Limited

Graham, S., Neirotti L. D. & Goldblatt, J. J. 2001. The ultimate guide to sports marketing, 2nd Edition

Hirsjärvi, S., Remes P. & Sajavaara P. 1997. Tutki ja kirjoita

Hoyle, L. H. 2002. Event marketing: how to successfully promote events, festivals, conventions, and expositions

Jobber, D. 2010. Principles and practice of marketing, 6th Edition

Keegan, W. J. & Green, M. C. 2005. Global marketing, 4th Edition

Kotler, P. & Armstrong, G. 1999. Principles of marketing, 8th Edition, International Edition

Kotler, P. & Keller, K.L. 2009. Marketing management, 13th Edition, Pearson International Edition

Kotler, P. 2001. Kotler on marketing – How to create, win and dominate markets

Electronic publications

Aho J. & Matkoski A., Vaasan Sportin kannattajat ry - Säännöt. Red Army web pages. Accessed 13.6.2014 <http://www.redarmy.fi/saannot.php>

American Marketing Association Board of Directors 2013. Definition of marketing. Accessed 17.6.2014 <https://www.ama.org/AboutAMA/Pages/Definition-of-Marketing.aspx>

DH Top Tens (2014) Top Ten Best Hockey Countries. Accessed 14.6.2014 <http://www.thetoptens.com/best-hockey-countries/>

Elo, E. 2011. Infernaalinen Vaasa. Accessed 12.6.2014. <http://www.jatko-aika.com/Kolumni/infernaalinen-vaasa/73428>

Finnish Hockey Hall of Fame. 2014. Finnish ice hockey history. Accessed 14.6.2014 <http://jaakiekkomuseo.vapriikki.fi/english/history.htm>

Gratton, C. & Jone I. 1996. Research Methods for Sport Studies, p. 6-7. Google Books web pages. Accessed 3.12.2014. <http://books.google.fi/books?id=h9CnY9lBIGMC&printsec=frontcover&dq=Research+Methods+for+Sport+Studies&hl=fi&sa=X&ei=W9N-VJPTAcaBywPT-wILYBg&ved=0CC0Q6AEwAA#v=onepage&q=Research%20Methods%20for%20Sport%20Studies&f=false>

Helpinen, V. 2014. Ennätysyleisö seurasi lätkää ja eurovaaleja MTV:n kanssa. MTV3 web pages. Accessed 11.6.2014. <http://m.mtv.fi/uutiset/kotimaa/artikkeli/ennatysyleiso-seu-rasi-latkaa-ja-eurovaaleja-mtv-n-kanssa/3399842>

Hockey-Team Vaasan Sport. 2014. Pelaajakortit. Accessed 14.6.2014 <http://www.vaasansport.fi/joukkue/pelaajakortit/>

Hockey-Team Vaasan Sport. 2014. The official Facebook page. Accessed 29.10.2014. <https://www.facebook.com/vaasansport>

Hockey-Team Vaasan Sport. 2014. The official Team Up -page of Hockey-Team Vaasan Sport. Accessed 13.6.2014 <http://www.tmup.co/t/VaasanSport>

Huuhkajat. 2014. The official Facebook page. Accessed 11.6.2014. <https://www.facebook.com/huuhkajat>

Ice hockey Wiki, List of Hockey Nations. Accessed 14.6.2014 http://icehockey.wi-kia.com/wiki/List_of_Hockey_Nations

Ikonen, P. 2014. Mestis keräsi kauden aikana lähes 500 000 katsojaa. Accessed 12.6.2014 <http://mestis.fi/index.php/mestis/uutisarkisto/item/1326-mestis-ker%C3%A4si-kauden-aikana-l%C3%A4hes-500-000-katsojaa.html>

International Ice Hockey Federation. 2010. A concise guide to junior ice hockey. Accessed 13.6.2014

http://www.iihf.com/fileadmin/user_upload/BigFiles/RecruitmentProgram/Welcome%20to%20Ice%20Hockey%20-%20English.pdf

International Ice Hockey Federation. IIHF Member National Associations. Accessed 14.6.2014 <http://www.iihf.com/iihf-home/the-iihf/members.html>

International Ice Hockey Federation. The world governing body. Accessed 14.6.2014 <http://www.iihf.com/iihf-home/the-iihf/>

International Ice hockey Federation. Survey of Players 2014. Accessed 11.6.2014. <http://www.iihf.com/iihf-home/the-iihf/survey-of-players/>

International Ice hockey Federation. 2014. 2014 Men's World Ranking. Accessed 11.6.2014. <http://www.iihf.com/home-of-hockey/championships/world-ranking/mens-world-ranking/2014-ranking-april/>

International Ice Hockey Federation. 2014. Women's World Ranking (After WW). Accessed 11.6.2014. <http://www.iihf.com/home-of-hockey/championships/world-ranking/womens-world-ranking/2014-ranking-april/>

International Ice Hockey Federation. 2014. Attendance figures in European hockey leagues 2013/2014. Accessed 11.6.2014. <http://www.iihf.com/home-of-hockey/news/attendance-2013-2014/>

Kuschk. 2011. Ice hockey in unlike places. Accessed 14.6.2014 <http://basement-geographer.com/ice-hockey-in-unlikely-places/>

Leijonat. 2014. The unofficial Facebook page. Accessed 11.6.2014. <https://www.facebook.com/leijonatface>

Liiga. 2014. Yleisökeskiarvot kaudella 2013-2014. Accessed 11.6.2014 http://web1.liiga.fi/tilastot/koko-naan.html?s=13-14&l=j_yleis

Liiga. 2014. Ulkomaalaisten pelaajien määrä liigajoukkueissa. Accessed 14.6.2014. <http://www.liiga.fi/pelaajat.html?pelaajat=aktiiviset&kirjain=A&joukkue=&rooli=ulkomaalainen>

Nylén, J. 2014. Väestö ja muuttoliike: Muuttoliike 2000-2013. The City of Vaasa web pages. Accessed 14.6.2014. <http://www.vaasa.fi/WebRoot/380444/Vaasa2010SubpageWithoutBanner.aspx?id=1201042>

Oxford University Press. 2014. Definition of ice hockey. Accessed 14.6.2014 <http://www.oxforddictionaries.com/definition/english/ice-hockey>

Pedersen, P. M., Miloch, K. S. & Laucella, P. C. 2007. Strategic Sport Communication, p. 297. Google Books web pages. Accessed 3.12.2014
<http://books.google.fi/books?id=DJOm9pVzaqAC&printsec=frontcover&dq=Strategic+Sport+Communication&hl=fi&sa=X&ei=BtN-VNPDKKH-NygP13oHAAG&ved=0CB8Q6AEwAA#v=snippet&q=quantitative%20research&f=false>

RV. 2009. II Mestis - Kolmen kerroksen väkeä. Lahden Pelicans Fans web pages. Accessed 12.6.2014 <http://aari-liike.com/node/66>

Schmitt B. 1999. Journal of Marketing Management, Volume 15, Issue 1-3, pages 53-67. Google Books web pages. Accessed 3.12.2014
<http://econoca.unica.it/public/downloaddocenti/Schmitt%20JMM99-Experiential%20marketing.pdf>

Sponsor Insight. 2014. Sponsor Navigator tutkimus 2014. Sponsor Insight web pages. Accessed 11.6.2014. <http://www.sponsorinsight.fi/sponsor-navigator-tutkimus-2014.html>

Suomen jääkiekkoliitto Info - Suomen jääkiekkoliitto Ry. 2013. Suomen jääkiekkoliitto web pages. Accessed 11.6.2014 <http://www.finhockey.fi/info/>

Tilastokeskus, Laadullisen ja määrällisin tutkimuksen erot. Accessed 14.8.2014
<http://www.stat.fi/virsta/tkeruu/01/07/>

Ultras 06, Ultars-06 - pääperiaatteet. Accessed 13.6.2014 <http://www.ultras06.com/etusivu/ultras06/>

Vaasa University of Applied Sciences, The international characteristics of VAMK. Accessed.16.6. 2014 <http://www.puv.fi/en/about/kansainvalisyys/>

Vaasan Palloseura, The official Facebook page. Accessed 29.10.2014.
<https://www.facebook.com/Vepsu>

Vaughan, G. 1999. Quotes Prove Ice Hockey's Origin. Accessed 14.6.2014
<http://www.birthplaceofhockey.com/origin/overview/>

Veikkausliiga. 2014. Yleisömäärä, kausi 2014. Accessed 11.6.2014.
<http://www.veikkausliiga.com/Statistic.aspx?id=6>

Virtuaaliammattikorkeakoulu. Kvantatiivisen analyysin perusteet. Accessed 19.12.2014.
<http://www2.amk.fi/digma.fi/www.amk.fi/opintojaksot/0709019/1193463890749/1193464131489/1194289328583/1194289824724.html>

Vähämaa, T. 2013. Suomen vanhin jääkiekkoseuran faniryhmä täyttää 25-vuotta.

Jatkoaika web pages. Accessed 13.6.2014

<http://www.jatkoaika.com/Artikkeli/suomen-vanhin-j%C3%A4%C3%A4kiekkoseuran-faniryhm%C3%A4-t%C3%A4ytt%C3%A4%C3%A4-25-vuotta/110302>

University of Vaasa, Verkkotoimitus. 2014. Facts - University in Numbers. Accessed 16.6.2014. <http://www.uva.fi/en/about/facts/>

Interviews

Petrov, S. 2014. Sales and Marketing Director of Hockey-Team Vaasan Sport. Interview 29.10.2014

APPENDICES

APPENDIX 1. The ice hockey interest survey

Results are presented at the same order than in original survey

1. Gender

- Male
- Female

2. Age

- Under 18
- 18-24
- 25-34
- 35-49
- 50-64
- Over 65

3. Which continent are you originally from?

- Asia
- Africa
- North America
- South America
- Europe
- Australia

4. Do you currently live in Vaasa?

- Yes
- No

5. Which of the following best describes your current occupation?

- Pupil/Student
- Worker
- Official
- Managerial employee
- Entrepreneur
- Pensioner
- Unemployed

6. I am interested of sports

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

7. I am interested of ice hockey

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

8. I consider myself to know about ice hockey

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

9. Have you been in a hockey match?

- Yes
- No

IF YES**10. What are the factors which made you enjoy yourself at the game? Choose at least 1, and maximum 3, the most important factors.**

- Company
- Entertainment between the periods
- Game itself
- Services (e.g. possibility to buy drinks and snacks)
- General atmosphere
- Other (please specify)

IF NO

10. What do you find to be the biggest obstacle why you have not go to the games? Choose at least 1, and maximum 3, the most biggest obstacles.

- No information in a language you understand
- Lack of knowledge in ice hockey
- Too far away
- Lack of interest
- Nobody to go with
- Transportation challenges
- Lack of money/resources
- There are no obstacles
- Other (please specify)

11. I would be interested of an event where the basics of ice hockey would be introduced in English

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

12. I would be interested of a special game event where the announcements would also be in English among Finnish and Swedish

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

13. Foreign players would raise my interest to attend a hockey game in Finland

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

14. Have you heard of Hockey-Team Vaasan Sport?

NO → to the last question

IF YES

15. Where have you gathered your information from? You can choose as many as wanted

- Friends of family members
- Have seen advertisements
- Internet
- Internet, more specific social media
- Local newspaper
- Other (please specify)

16. Have you been in a home match of Hockey-Team Vaasan Sport?

- Yes
- No

IF YES

17. What are the factors which made you enjoy yourself at the game of Hockey-Team Vaasan Sport? Choose at least 1, and maximum 3, the most biggest factors.

- Company
- Entertainment between the periods
- Game itself
- Services (e.g. possibility to buy drinks and snacks)
- General atmosphere
- Other (please specify)

IF NO

17. What do you find the biggest obstacles why you have not go to the home games of Hockey-Team Vaasan Sport? Choose at least 1, and maximum 3, the most biggest obstacles.

- No information in a language you understand
- Lack of knowledge in ice hockey
- Too far away
- Lack of interest

- Nobody to go with
- Transportation challenges
- Lack of money/resources
- There are no obstacles
- Other (please specify)

18. Have you been visiting the web page or Facebook page of Hockey-Team Vaasan Sport?

- Yes
- No

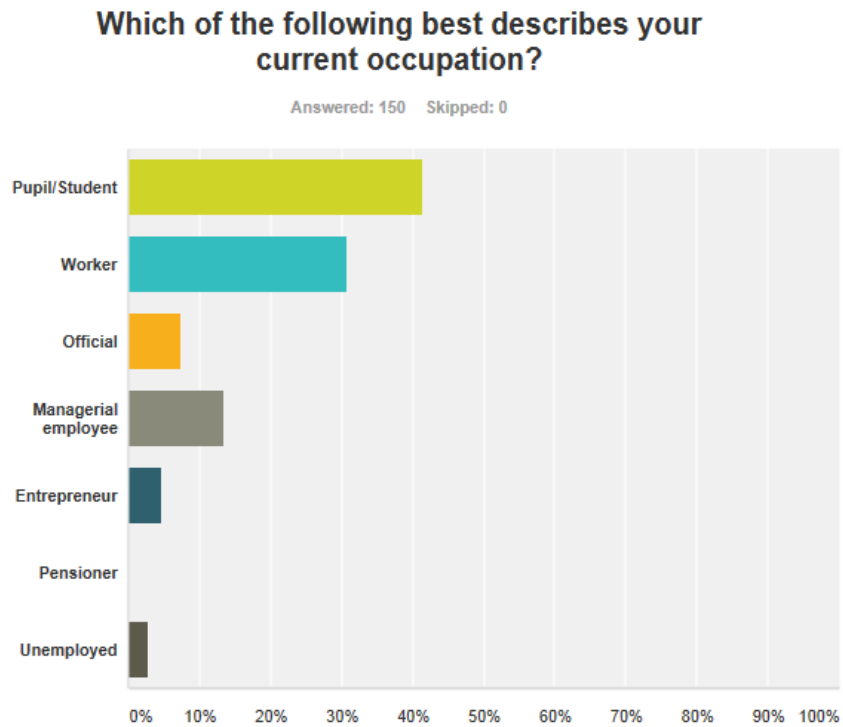
19. English marketing material would raise my interest in the home games of Hockey-Team Vaasan Sport

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

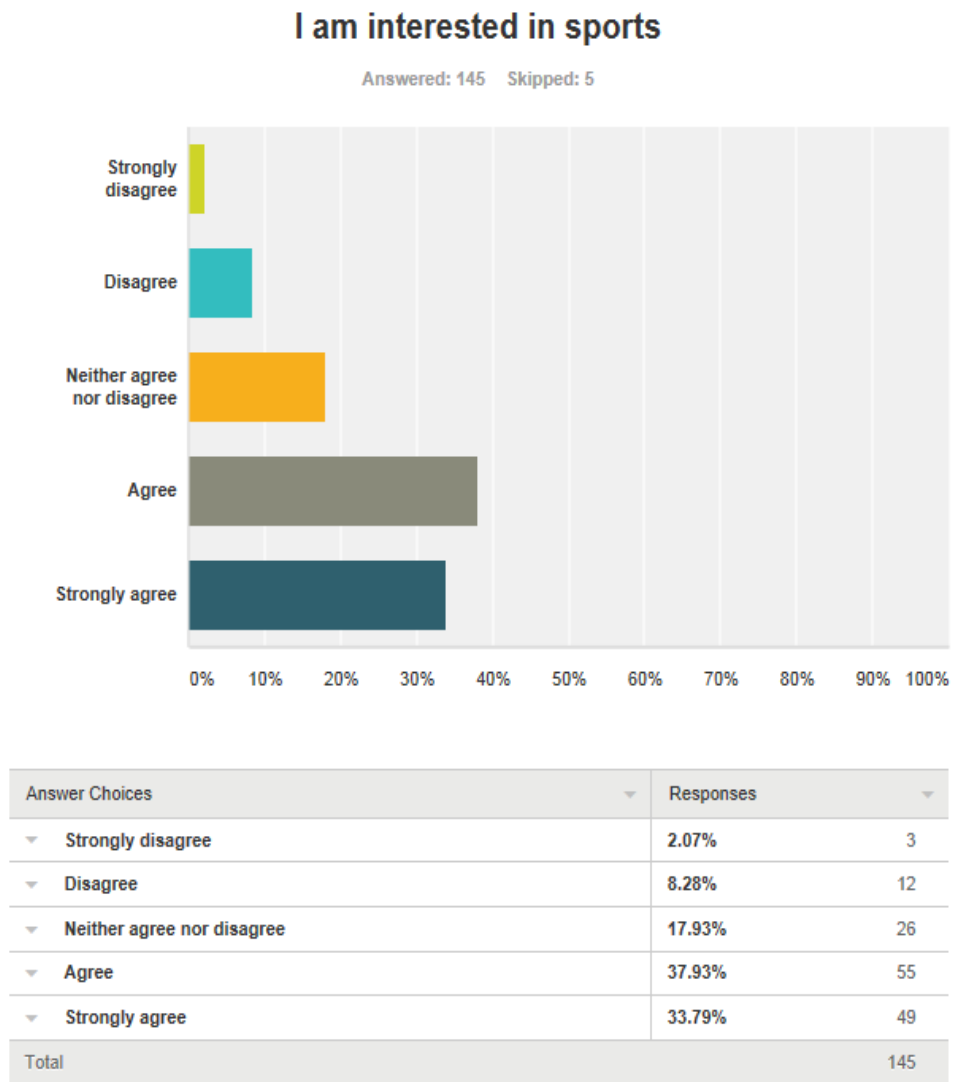
20 / 15. Which marketing channels reach you the best? Choose at least 1, and maximum 3, most suitable channels for you.

- Facebook
- Local papers
- Web site
- Twitter
- Flyers and posters
- Street advertising
- Other (please specify)

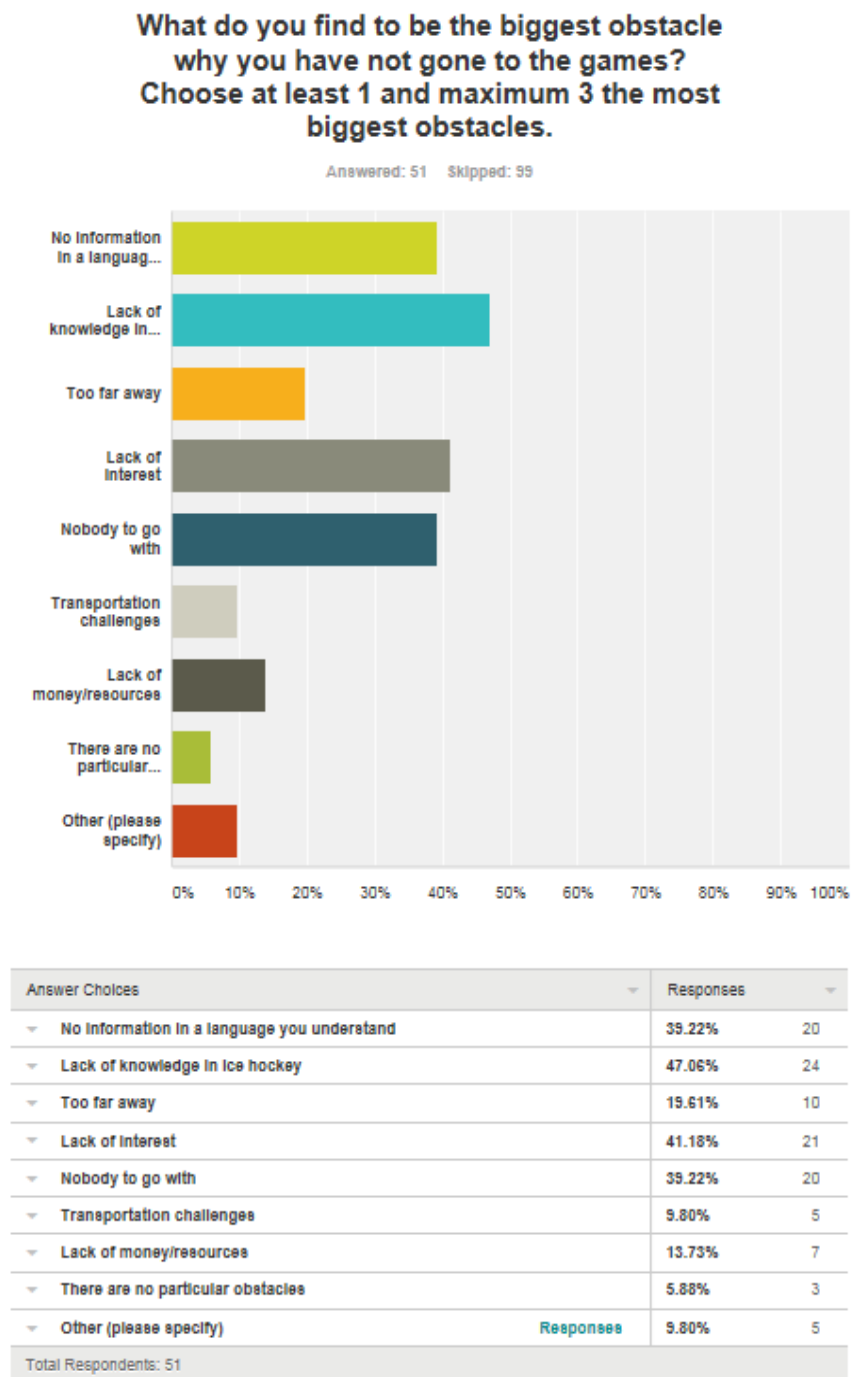
APPENDIX 2. Figure for the question 5. “Which of the following best describes your current occupation?”



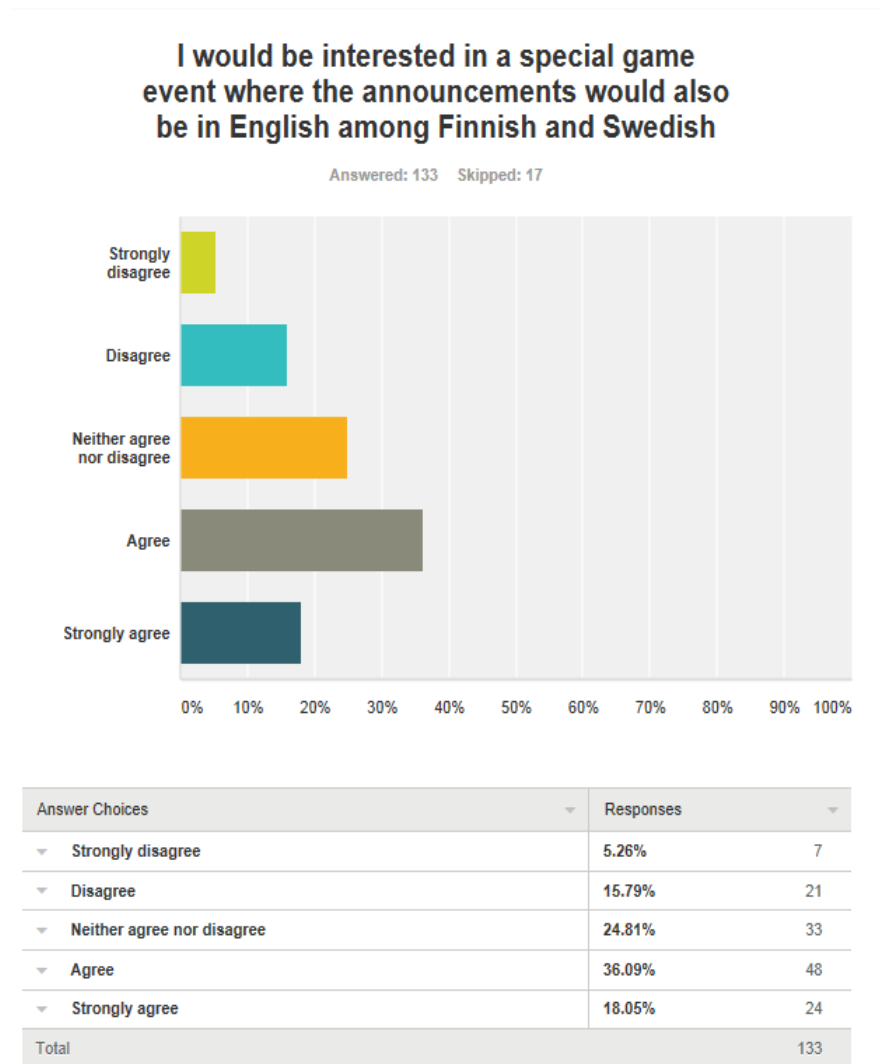
| Answer Choices | Responses | |
|-----------------------|-----------|----|
| ▼ Pupil/Student | 41.33% | 62 |
| ▼ Worker | 30.67% | 46 |
| ▼ Official | 7.33% | 11 |
| ▼ Managerial employee | 13.33% | 20 |
| ▼ Entrepreneur | 4.67% | 7 |
| ▼ Pensioner | 0.00% | 0 |
| ▼ Unemployed | 2.67% | 4 |
| Total | 150 | |

APPENDIX 3. Figure for the question 6. “I am interested in sports”

APPENDIX 4. Figure for the question 10. “What do you find to be the biggest obstacle why you have not gone to the games?”



APPENDIX 5. Figure for the question 12. “I would be interested in a special game event where the announcements would also be in English among Finnish and Swedish”



APPENDIX 6. Figure for the question 17. "What do you find to be the biggest obstacles why you have not gone to the home games of Hockey-Team Vaasan Sport?"

